

2016

Strategies and values. Our journey continues

INTEGRATED REPORT

Federazione Italiana Giuoco Calcio







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Letter to the stakeholders

Federazione Italiana Giuoco Calcio (the Italian Football Association hereinafter “FIGC”) is proud to present its second Integrated Report. After three Sustainability Reports (the result of four years of reporting, from 2011 to 2014) and our Integrated Report 2015, this represents the next step on our journey of corporate social responsibility and transparency.

An analysis of the work carried out over the last six years shows a significant upward trend. The Sustainability Report enabled FIGC to develop ways of reporting its activities and its increasing commitment to social responsibility. With our first Integrated Report in 2015 – one of the main outputs from the “KickOff” event – we were able to pinpoint the various forms of capital FIGC manages, as well as the main capitals affected. The concept of “value” created and generated by FIGC was also introduced. The aim of the Integrated Report 2016 is to continue on this path and provide a more detailed account of the value created by FIGC and Italian football for the benefit of its stakeholders, with particular attention given to FIGC’s sponsors and commercial partners.

As in previous years, we have endeavoured to improve the strategic value of the report by including invaluable new areas for analysis.

In the first chapter, there is a new section which examines the reference framework by detailing the national legal landscape, FIGC’s governance model and the impact of the Association’s activities with regard to the 17 Sustainable Development Goals adopted by the United Nations in 2015. The chapter on FIGC and Italian football in figures has been supplemented with the addition of data and trends which demonstrate yet again that football is the leading sport in Italy, encompassing every facet of National System. The report also includes a section that looks in depth at the Big Events hosted in Italy in 2016 – the Men’s and Women’s UEFA Champions League Finals – and UEFA EURO 2016, when Italy fans’ huge interest and extraordinary following provided further demonstration of just how iconic and popular the *Azzurri* shirt is for our country.

Finally, the Integrated Report 2016 outlines FIGC’s strategic plans from a sporting, organisational, commercial and social perspective so that we can continue steadfastly on our journey of sustainability and reporting, while highlighting once again the crucial role that football plays within the Italian scenario. The aim is to ensure that FIGC becomes ever more proactive, innovative and transparent, and Italian football ever stronger and more competitive.

Carlo Tavecchio
FIGC President



Methodological note



OBJECTIVE OF THE REPORT

After three consecutive Sustainability Reports (representing four years of reporting) and the first Integrated Report in 2016, FIGC decided to continue with its new policy of sustainability disclosure, driven by the desire for continual improvement while constantly seeking new ways to innovate.

Besides offering greater transparency in communicating with stakeholders, the Integrated Report is a fundamental tool that very clearly describes the links between objectives and the strategic plan in place, between the Association's new organisational structure and the activities carried out, between the projects implemented and the results achieved. All this is done with the aim of highlighting the various forms of value that FIGC is able to generate.



AN EDITORIAL CHOICE AND A JOURNEY

FIGC's decision to produce an Integrated Report – thus becoming one of the first sports organisations in the world to do so – was refined at “KickOff” 2015, a stakeholder engagement event run by FIGC. On that occasion, one of the 11 working groups discussed the concept of “value” with reference to FIGC and listed the various elements in a creative and innovative way. It was thus possible to develop the basic structure of the Integrated Report by analysing the types of value FIGC is inclined to create – by Statutes and by choice – and which tools, activities and resources (capitals) it uses to achieve this.

The first Integrated Report therefore sought to define the capitals FIGC harnesses to create value for the community and its stakeholders. This idea was further developed during the 2017 edition of “KickOff”, with the aim of identifying quantitative indicators against which to measure the value created by FIGC, both with and for its stakeholders, focusing especially on the Association's sponsors and partners.

Thanks to the profound changes and modernisation of FIGC's organisational and operational structure in recent years – undertaken with the aim of improving efficiency of its internal organisation – it has been possible to obtain the information needed to draw up the Integrated Report. It is therefore a final review which, in compliance with best practices, draws on quality internal management and control practices and is both forward-thinking and target-oriented.

REPORTING PERIOD AND BOUNDARIES

The qualitative and quantitative data contained in this Integrated Report relates to activities carried out by FIGC and its wholly-owned subsidiary Federcalcio Servizi Srl. Data on sports management refers to the last few seasons, up to and including 2015-16. Data that is not connected to sports management refers to the last few financial years, with a breakdown of the main activities run in the calendar year 2016.

Financial data is taken from FIGC's balance sheet at 31 December 2016. The Financial Capital section contains data relating to the last two financial years (2015 and 2016). All exceptions are noted in the appropriate section of this report.

REFERENCES AND REPORT STRUCTURE

This Integrated Report was drafted in accordance with the guidelines set out in the *Integrated Reporting Framework* published by IIRC (International Integrated Reporting Council) in December 2013.

To ensure continuity with the Sustainability Reports published in previous years, the Global Reporting Initiative's Sustainability Reporting Guidelines (GRI Standards) were followed for some of the quantitative data in certain sections of this report.

The Integrated Report has been structured in such a way so as to focus on how FIGC creates value. It therefore analyses the relationships between capital inputs (Financial, Real Assets and Natural, Human, Intellectual and Organisational, Social and Relationship), the activities carried out by FIGC to transform the available capitals into outputs and outcomes, and the forms of value that are created, while bearing in mind several factors.

Integrated Report: the reference context



THE EXTERNAL ENVIRONMENT FIGC OPERATES IN



THE OBJECTIVES FIGC SETS ITSELF AND THE RESTRICTIONS IT IS SUBJECT TO



THE RISKS AND OPPORTUNITIES IN FIGC'S ENVIRONMENT



FIGC'S GOVERNANCE, ITS MISSION AND THE VALUES USED AS REFERENCE

A JOURNEY OF IMPROVEMENT

The virtuous path set out on with the first Integrated Report in 2016 initiated a series of reflections on the value generated by FIGC. It will continue to pursue increased transparency in future in order to better understand the relations and connections between the types of capital that are available and used, as well as those between FIGC's strategic objectives and the results obtained. The Italian FA will endeavour to actively promote engagement with its stakeholders (for example, via the annual "KickOff" event) in order to identify and report on areas of real interest and directly involve the parties concerned.

In addition, FIGC Integrated Report 2016 has identified a set of quantitative indicators aimed at providing an even greater level of transparency and detail. The Association's unique and visionary development in corporate communication made possible to further improve on this path.

FIGC'S JOURNEY IN NON-FINANCIAL REPORTING

SUSTAINABILITY REPORT



... account for CORPORATE SOCIAL RESPONSIBILITY

INTEGRATED REPORT



MISSION, GOVERNANCE AND OBJECTIVES

The Italian Football Association - established in 1898, recognised by FIFA in 1905 and a founding member of UEFA since 1954 - is the national association of sports clubs and associations whose goal is to play the game of football in Italy



1.1 Identity, mission and values

The Italian Football Association - established in 1898, recognised by FIFA in 1905 and a founding member of UEFA since 1954 - is the national association of sports clubs and associations whose goal is to play the game of football in Italy.

FIGC's PURPOSE IS TO:

- Promote and govern the activities of the game of football and all aspects connected with it, combining professional and amateur activities within a central structure
- Promote the eradication of all forms of social discrimination, racism, xenophobia and violence from the game of football

Among the Association's members are the Leagues, which are entrusted with the organisation of the professional (Lega Serie A, Lega Serie B and Lega Pro) and amateur (National Amateur League, LND) championships, the Italian Referees' Association (AIA), which appoints the referees and assistant referees regarding matches for which FIGC is directly responsible, Technical Bodies (i.e. Italian Players' Union and the Coaches' Union), the Technical Sector, and the Youth and School Sector.



1898

Year of foundation



1905

FIFA recognition



1954

Founding member of UEFA

FIGC - THE ITALIAN FOOTBALL ASSOCIATION

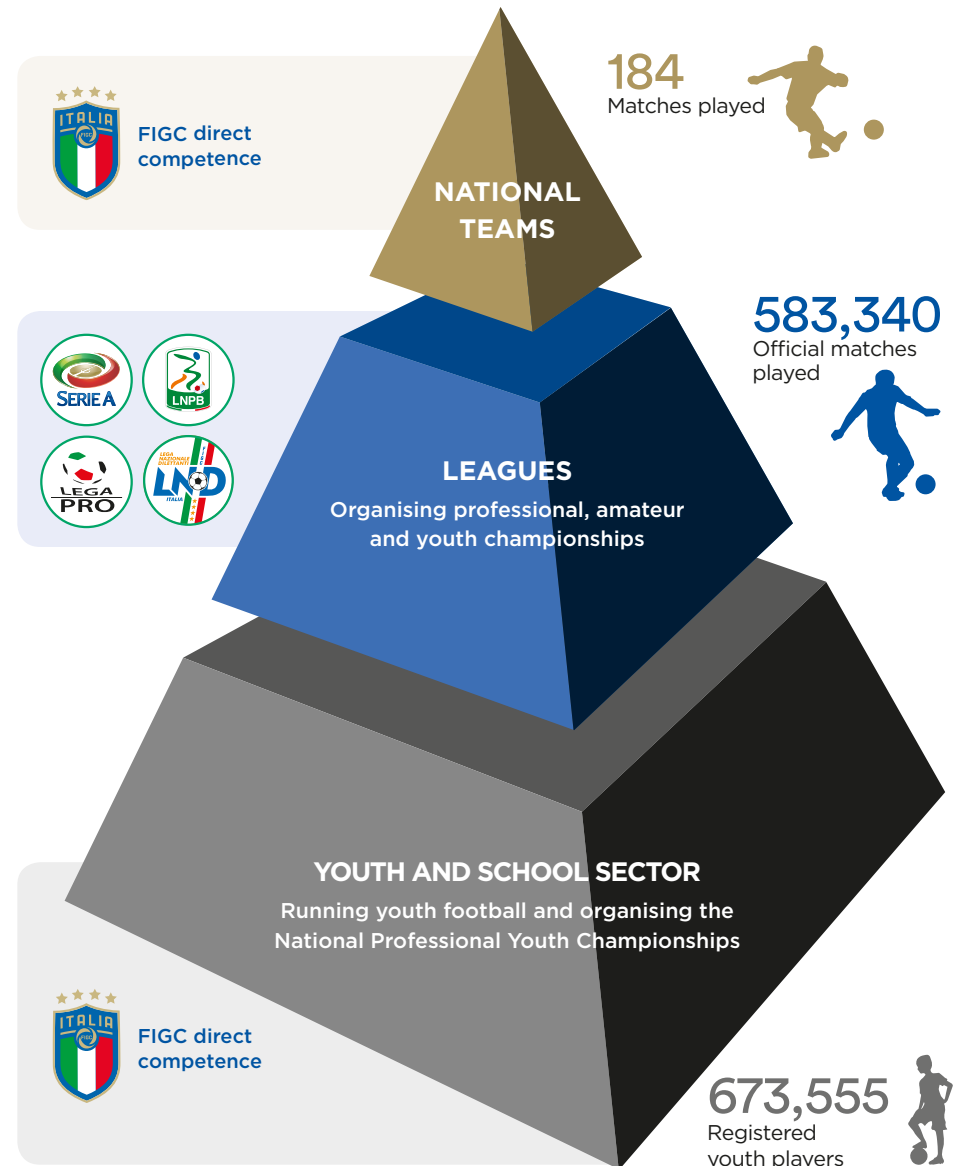


FIGC FUNCTIONS

The Italian Football Association undertakes a wide range of activities to accommodate all the various internal stakeholders over which FIGC exercises organisational power, acting as a regulatory, guarantee and control body. In order to promote and govern the game of football, FIGC specifically operates in the following areas:

- managing international football relations, also in order to standardise fixture lists;
- the discipline of football and technical, organisational and economic management of National Teams;
- regulatory and control duties;
- promoting the national technical school and youth academies;
- sports medicine support and cracking down on the use of banned substances;
- governing clubs' and associations' affiliations to FIGC, as well as controlling the registration of members;
- establishing the composition and format of the championships;
- determining the pre-requisites and criteria for promotion and relegation as well as registration to the various championships, by establishing control systems for the organisational, functional, economic management and financial stability of clubs;
- publishing regulations on the registration and selection of players not eligible for the National Teams;
- determining criteria on how to distribute the resources made available to FIGC and ensuring the financial solidarity principle between professional and amateur football;
- publishing guiding principles for the Leagues' and Italian Referees' Association (AIA) regulations;
- all other duties enshrined in the law and in the FIGC Statutes, as well as the terms of national and international sporting legislation and every other role of general interest to the Italian Football Association

THE ITALIAN FOOTBALL PYRAMID 2015-16 HIGHLIGHTS



THE INTERNATIONAL CONTEXT: FIGC AND THE SDGs



On 25 September 2015, the United Nations (UN) approved the 2030 Agenda for Sustainable Development, which encompassed 17 Sustainable Development Goals (SDGs) containing 169 targets to be achieved by 2030. Below are nine SDGs and associated targets that FIGC has chosen to adopt in order to make its contribution to achieving the goals in the 2030 Agenda, as well as the strategic activities linked to these.

FIGC RELEVANT GOAL	STRATEGIC ACTIVITIES
	<p>Youth dimension:</p> <ul style="list-style-type: none"> FIGC Local Development Centres and Futsal Camps New regulations for Youth and School Sector Digital well-being platform National Youth Championships <ul style="list-style-type: none"> Sporting activity organised by FIGC Fight against doping
	<p>Development of FIGC Human Capital:</p> <ul style="list-style-type: none"> Internal training activities UEFA Certificate in Football Management <ul style="list-style-type: none"> Courses for managerial figures required by National Licensing FIGC-MIUR (Ministry of Education, Universities and Research) framework: Valori in Rete (Values Online) Il Calcio e Le Ore di Lezione (Football and School Classes) Support with schooling (National Teams)
	<p>Development programme for Italian women's football:</p> <ul style="list-style-type: none"> Reform of National Licensing (new organisational criteria) Technical direction Reform of National Championships Development of women's youth football Communication and promotion



Development of FIGC Financial Capital:

- Corporate restructuring
- Internal controls: internal audit, risk assessment and new procedures
- Transparency
- Development of FIGC commercial dimension
- New National Licensing manual (new economic criteria for professional football)



Development of FIGC Real Assets and Natural Capital:

- Real-estate strategy and increased energy efficiency
- Infrastructural development at Technical Centre in Coverciano
- FIGC-ICS (Istituto per il Credito Sportivo) Agreement
- FIGC-POLIMI (Politecnico Milano) Agreement
- New National Licensing manual (new infrastructural criteria for professional football)
- Development of new platforms to support FIGC activity (ICT, digital and tech)
- Goal-Line Technology and Video Assistant Referee



Social dimension:

- Disability and support for humanitarian emergencies
- Fair play, respect and values
- Awareness campaigns, fundraising and grant

Fight against racism and discrimination:

- FIGC Action Plan
- RETE!, Razzisti? Una brutta razza (Racists? Ugly Race) and Tutti i Colori del Calcio (All colours of football)



Development of FIGC Real Assets and Natural Capital:

- Raising awareness around environmental protection
- Policies designed to contain environmental impact in field of ICT
- Big Events hosted in Italy in 2016 (i.e. UEFA Champions League Finals)
- Future Big Events (e.g. UEFA EURO 2020, 2019 UEFA European Under 21 Championship)



Review of FIGC laws and regulations:

- Protocol against mafia infiltration (FIGC - Ministry of the Interior)
- Prevention of violence against match officials
- Amendment of Disciplinary Code as regards plea bargains
- Reform of Sports Justice
- Stadium usability and improved dialogue with fans
- Fight against violation of the rules
- Initiatives around the theme of integrity



Development of FIGC Social and Relationship Capital:

- International sports politics (FIFA and UEFA)
- Collaboration with other Football Associations
- Collaboration with Ministry of Economic Development (MISE) for "Made in Italy on the field" project
- FIGC-MAECI (Ministry of Foreign Affairs and International Cooperation) Agreement
- KickOff 2016

1.2 FIGC management model

The structure has been set up in accordance with the FIGC value creation process and, consequently, from an analysis of the existing links between types of capital being inputted, activities/initiatives implemented by FIGC in order to transform available capital into outputs and outcomes and the types of value generated, while considering other key factors at play.

KickOff 2017: analysis of the value created by FIGC



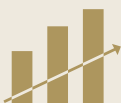
KickOff 2017 was organised by FIGC in order to look in more detail at the potential for value creation across various categories of stakeholders, as well as focusing on how that value could be represented through specific indicators.



Stakeholders: figures with vested interests in FIGC who represent and present various requests and expectations towards the Association.



Impact: FIGC's potential to create value for the various categories of stakeholders involved.



Value creation: how FIGC is able to create measurable value for the various categories of stakeholders.

Stakeholders: FIGC sponsors and partners Main areas of value creation



Focusing on “Italian-ness” as a brand value



Developing youth and women's football



Social inclusion defined as the fight against racism and discrimination



Sponsorship as a synergy based on shared values





FIGC FUNCTIONS AND OBJECTIVES

MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

RISKS AND OPPORTUNITIES

STAKEHOLDER RELATIONS

CAPITAL MANAGEMENT

FINANCIAL CAPITAL:

- > Contributions (CONI and others)
- > Membership fees
- > Revenues from international events
- > Commercial, advertising and sponsorship revenues
- > Other revenues

REAL ASSETS AND NATURAL CAPITAL:

- > FIGC Technical Centre (Coverciano)
- > Headquarters, offices and facilities at regional level
- > Consumption relating to management of Real Assets
- > Effects of mobility

HUMAN CAPITAL:

- > Employees, collaborators and their individual skills

INTELLECTUAL AND ORGANISATIONAL CAPITAL:

- > Specialist technical know-how
- > ICT systems and equipment
- > FIGC brand and National Teams assets
- > Organisational structure
- > Rules and procedures

SOCIAL AND RELATIONSHIP CAPITAL:

- > Relationships with institutions
- > Relationships on a local level
- > Relationships with international bodies
- > Relationship between FIGC, its Components, Teams, registered members and families

FIGC ACTIVITIES AND INITIATIVES

SPORT ACTIVITIES

FOOTBALL DEVELOPMENT ACTIVITIES

SOCIAL INCLUSION ACTIVITIES

ENHANCING FIGC'S BRAND IDENTITY

EFFICIENCY AND INTERNAL ORGANISATION

PERFORMANCE AND RESULTS

- > Official activity and performance in 2016
- > Optimised management of National Teams

- > Development of youth football
- > Synergy with professional football
- > Review of FIGC rules and regulations
- > Consolidating relations with external stakeholders
- > Development of women's football
- > Enhancing sports facilities
- > Innovation and technology
- > Development of international dimension
- > Organisation of Big Events

- > Increasing social work and the fight against racism and discrimination
- > Optimising cultural heritage and fan engagement

- > Enhancing FIGC's reputation and creating economic value through the brand

- > Effective and efficient organisation
- > Development of new digital and technological platforms
- > Transparency towards stakeholders and the Football System
- > Growth of FIGC management
- > Technical development

TYPES OF CAPITAL AFFECTED

- > Financial, Human, Intellectual and Organisational Capital

- > Financial, Real Assets and Natural, Relationship and Organisational Capital

- > Social and Relationship Capital

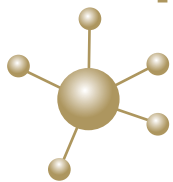
- > Financial, Intellectual and Organisational Capital

- > Financial, Human, Intellectual and Organisational Capital

VISION FOR THE FUTURE

CREATION OF VALUE OVER TIME

EXTERNAL CONTEXT



1.3 Governance

FIGC BODIES

● GENERAL ASSEMBLY

The main functions of the General Assembly include adopting the FIGC Statutes, awarding lifetime appointments to FIGC Honorary Presidents and Honorary Members (on the recommendation of the Executive Committee) and electing the FIGC President and the President of the Board of Auditors.

● PRESIDENT

The legal representative of FIGC, the President holds general responsibility for the sports and technical area and is in charge of planning, direction and control within the Association's pursuit of its national and international sports results. After consulting with the Vice Presidents, the FIGC President adopts administrative, technical and sporting procedures that are not expressly devolved to other bodies.

● VICE PRESIDENTS

Vice Presidents may be allocated specific roles by the FIGC President. They also act as legal representatives in the event that the FIGC President is absent or unable to fulfil his duties.

● PRESIDENTIAL BOARD

The Presidential Board assists the FIGC President in preparing deeds relating to accounting or management matters outside of ordinary course of business. It also oversees the preparation of the draft and final balance sheets and submits economic and financial measures regarding injury cover for players called up to the National Teams to the Executive Committee for approval.

● EXECUTIVE COMMITTEE

The Executive Committee is FIGC's regulatory body, providing general direction and overseeing administration. The main regulatory deeds issued by the Executive Committee include FIGC's Internal Organisational Regulations (NOIF), the Disciplinary Code and the anti-doping disciplinary framework, control standards for football clubs and the Manual for National and UEFA Licensing. The other main functions include appointing members of the Committees and Sports Justice Bodies, approving the budget and final balance sheets, approving national and international schedules, coordinating competitive activities delegated to the Leagues governing bodies and approving resolutions on championships format. The Executive Committee also examines appeals brought by clubs relating to their admission to their relevant championships, approves the statutes and regulations of the Leagues governing bodies, the AIA and the Sectors and approves the electoral regulations of Technical Bodies.

● CHIEF EXECUTIVE OFFICER

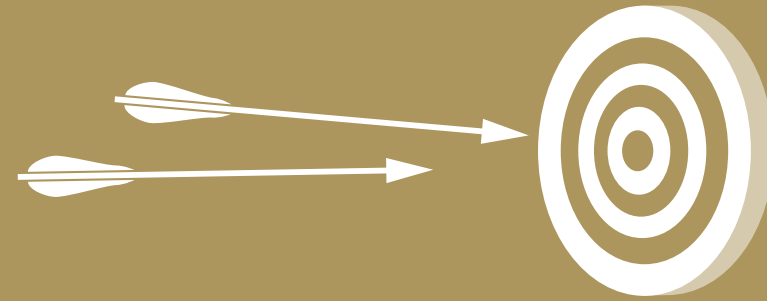
The Chief Executive Officer is responsible for the institutional, administrative and economic management of FIGC and may utilise a Director of Regulatory Affairs in order to help him or her fulfil their role, where one is appointed by the FIGC President. The Chief Executive Officer is also responsible for producing the budget and final balance sheets, oversees and deals with the organisation of FIGC departments and personnel and creates work programmes to implement the decisions of the FIGC President and Executive Committee.

● BOARD OF AUDITORS

The Board of Auditors exercises control over the entire economic and financial management of FIGC and its bodies.



1.4 Strategic Objectives



“Almost anyone can think up an idea. The thing that counts is developing it” - *Henry Ford*

In 2016, FIGC continued to improve the **efficiency, transparency and renewal of its system**, fuelled by its primary objective of placing activities designed to develop the game of football at the centre of all its plans. Building

on these foundations, FIGC strategic development plan was further enhanced during 2016 with the **enactment of projects, processes and development plans** in many important fields, all of which are designed to boost implementation of the guidelines set out in FIGC President Carlo Tavecchio's electoral programme.



INTERNAL ORGANISATIONAL EFFICIENCY, SUSTAINABILITY AND TRANSPARENCY

Reorganisation and optimisation of corporate structure and internal processes, development programmes for human resources, development of the commercial area and achieving economic/financial balance



DEVELOPMENT OF SPORTING AREA

Development programme for National Teams, increased sporting competitiveness on an international level, management of relationship with schools, development of women's football



PROMOTION OF YOUTH ACTIVITIES

Increased local presence around the country, establishment of a common technical direction, reform of youth championships and implementation of educational projects in schools



REMODULATION OF PRINCIPLES AND CRITERIA OF PROFESSIONAL FOOTBALL

Transparency in ownership interests, achieving economic/financial sustainability, promotion of management culture and long-term investments, enhancement of innovation and technology



SPORTS FACILITIES

Development of FIGC real-estate assets (starting with FIGC Technical Centre in Coverciano) and promoting the development of football infrastructures in Italy, providing technical and managerial support to investment programmes adopted by stakeholders



REVIEW OF RULES AND REGULATIONS

Safety, public order, integrity, dialogue with fans and introduction of guidelines for the definition of awareness programmes in schools

MAIN DRIVERS



- Passion
- Respect for professionalism
- Work ethic
- Effective and efficient organisation
- Can-do culture
- Concrete and achievable plans
- Economic sustainability
- International credibility

STRATEGIC ASSETS



- Continue process of renewal
- Sporting growth
- Consolidate passion for Italy among millions of National Teams fans
- Build an even more modern, sustainable and qualified football industry that meets international standards both on and off the pitch



ENHANCING THE HISTORICAL AND CULTURAL HERITAGE OF ITALIAN FOOTBALL

Programme for the development of the Fondazione Museo del Calcio (Museum of Football Foundation) and organisation of special events



STRENGTHENING STRATEGIC DEVELOPMENT PROGRAMMES

Consolidation of relations with national and international stakeholders, with the objective of working together on a large scale in a more efficient manner, achieving common objectives and using contributions from the world outside football to positively affect football governance in Italy



DEVELOPING THE INTERNATIONAL DIMENSION

Strengthening the presence in international institutions and promotion of the *Made in Italy* brand through National Teams activities



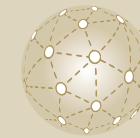
BIG EVENTS

Achieving the objective of ensuring an impeccable level of organisational know-how, drawing on the legacy of international football events held in Italy



INCREASING SOCIAL COMMITMENT

Development of social/educational activities in football for far-reaching long-term benefits, including the fight against racism and discrimination



INVESTMENT IN TECHNOLOGY

Promoting the development of IT, digital and tech platforms designed to increase the efficiency and operational performance of FIGC structures



CREATION OF A NEW MODEL OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Review of FIGC website, creation of a database to manage and research profiles of registered members, identification of key socio-educational and commercial principles to be developed in the coming years

1.5 National Teams honours

A National Team	4 World Cups 1 European Championship 1 Olympic Gold
Under 21	5 European Championships 4 Mediterranean Games
Under 19	1 European Championship
Under 18	2 UEFA Junior Tournaments (forerunner to the European Under 18 Championship)
Under 16	1 European Championship
Futsal	2 European Championships
Beach Soccer	1 Euro Beach Soccer League
Women's Under 19	1 European Championship
University National Team	2 University Championships

18



25 Total number of trophies won by the Italian National Teams from all the competitions they have taken part in

4 Number of World Cups won by the A National Team

14 Number of European Championships won by Italian National Teams at senior, youth and women's level







0.2



FIGC AND ITALIAN FOOTBALL IN FIGURES

Football is currently the biggest sport in Italy, in terms of the number of people practising, the interest it generates and its economic dimension



2.1 Sport dimension

There are **approximately 4 million** Italians playing football on a regular or occasional basis. As regards more specific data on structured activity, FIGC is still the largest Italian Sport Federation by some considerable

distance. **In the 2015-16 season, the total number of FIGC members amounted to 1,353,866**, comprising 1,062,294 players, 24,757 staff members, 33,674 referees (of whom 1,600 were women) and 233,141 managers. There were also **13,120 clubs and 70,868 teams**, who played a total of **583,340 games**.



	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	CAGR 2011-2016
CLUBS	14,451	13,908	13,652	13,491	13,120	-2.4%
Professionals	119	111	111	102	96	-5.2%
Amateurs	11,260	10,702	10,316	10,071	9,746	-3.5%
Youth and School Sector	3,072	3,095	3,225	3,318	3,278	+1.6%
TEAMS	70,329	60,210	62,295	61,435	70,868	+0.2%
Professionals	455	475	468	418	389	-3.8%
Amateurs	16,570	15,658	15,521	15,064	14,485	-3.3%
Youth and School Sector	53,304	44,077	46,306	45,953	55,994	+1.2%
REGISTERED PLAYERS	1,117,447	1,098,450	1,073,286	1,099,455	1,062,294	-1.3%
Professional Activity	13,894	12,907	13,062	12,211	11,586	-4.4%
<i>Professionals</i>	3,240	2,951	2,930	2,806	2,678	-4.7%
<i>Young Professionals</i>	10,654	9,956	10,132	9,405	8,908	-4.4%
Amateur Activity	444,653	415,338	393,718	388,954	377,153	-4.0%
Youth and School Sector Activity	658,900	670,205	666,506	698,290	673,555	+0.6%
REGISTERED FIGC TECHNICAL STAFF	22,057	22,137	23,474	24,706	24,757	+2.9%
Coaches	20,445	20,510	21,792	22,921	22,964	+2.9%
Athletic Trainers	289	327	340	368	385	+7.4%
Doctors	573	579	543	566	516	-2.6%
Health Professionals	750	721	799	851	892	+4.4%
REFEREES	34,267	34,409	34,381	34,765	33,674	-0.4%
National Technical Bodies	1,918	1,874	1,870	1,888	1,883	-0.5%
Regional and Sectional Technical Bodies	32,349	32,535	32,511	32,877	31,791	-0.4%
CLUB OFFICIALS	185,396	207,410	240,996	235,676	233,141	+5.9%
TOTAL REGISTERED MEMBERS	1,359,167	1,362,406	1,372,137	1,394,602	1,353,866	-0.1%



1,353,866

TOTAL NUMBER OF FIGC REGISTERED MEMBERS IN 2015-16, COMPRISING
1,062,294 PLAYERS, 24,757 STAFF MEMBERS, 33,674 REFEREES AND 233,141 CLUB OFFICIALS



70,868

TOTAL NUMBER OF REGISTERED TEAMS, **A 15.3% INCREASE** COMPARED TO 2014-15



+0.6%

COMPOUND ANNUAL GROWTH RATE OVER THE PAST 5 SEASONS OF PLAYERS IN THE YOUTH AND SCHOOL SECTOR, AMOUNTING TO **673,555 PLAYERS** IN 2015-16



19.8%

INCIDENCE OVER THE POPULATION OF ITALIAN BOYS AGED 5 TO 16 REGISTERED WITH FIGC **(THIS FIGURE RISES TO 24.6% IN THE 11-12 AGE BRACKET)**

ON AVERAGE, ALMOST

1,600

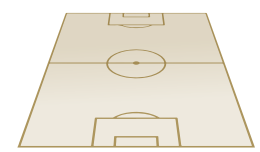
OFFICIAL MATCHES

WITH FIGC-APPOINTED REFEREES ARE PLAYED EVERY DAY ACROSS

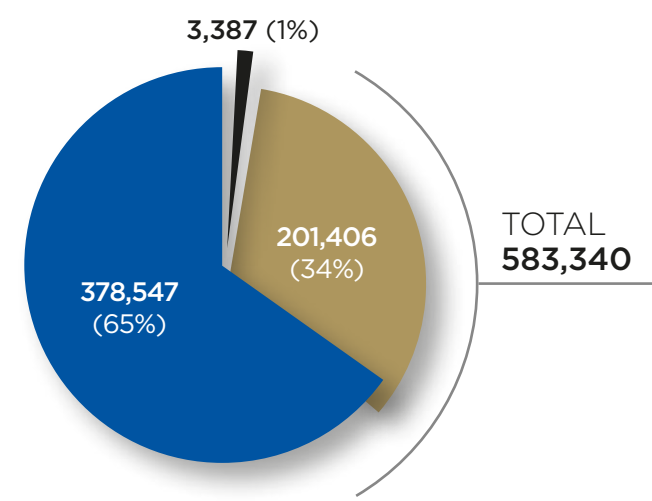
17,932

APPROVED FOOTBALL PITCHES

IN ITALY



OFFICIAL MATCHES IN 2015-16 - DIVIDED BY TYPE



YOUTH ACTIVITY



AMATEUR FOOTBALL





PROFESSIONAL FOOTBALL

2.2 Economic dimension

Since 2016, FIGC has overseen an innovative study on the Income Statement of the Italian Football. The report breaks down the figures relating to the direct economic value of Italian football in terms of FIGC, Leagues, professional clubs and, for the first time, youth and amateur football. The publication of the findings confirm that football is an extraordinarily important sector, which in 2014-15 alone produced **total revenues for over 3.7 billion Euros**.

INCOME STATEMENT OF ITALIAN FOOTBALL 2014-15: AGGREGATE FIGURES

REVENUES		€ 3,732.1m
	Matchday revenues	€ 297.5m
	Broadcasting revenues	€ 1,161.5m
	Sponsorship & commercial revenues	€ 1,005.5m
	Other revenues	€ 840.0m
	Profit on disposal of players' registration	€ 427.6m
COSTS		€ 4,257.9m
	Personnel costs	€ 1,995.5m
	Amortisation and depreciation	€ 606.5m
	Other operating costs	€ 1,451.1m
	Losses on disposal of players' registration	€ 34.9m
	Financial income/charges	€ 96.6m
	Income tax	€ 73.3m
		€ -525.8m AGGREGATE NET RESULT

69.6%
Contribution of
professional football
to total revenues

98.7%
Percentage of losses
coming from
professional football

The professional leagues contribute almost 70% of overall revenues - **almost 2.6 billion Euros** - while youth and amateur competitions (including Men's and Women's 11-a-side, Futsal and Beach Soccer) account for 24% of the total, **913.3 million Euros**. Net revenues from FIGC and the Leagues governing bodies contribute 4% (**153.5 million**) and 2% (**68 million**) respectively.

As regards costs, the total comes to almost **4.3 billion Euros**. When aggregated together, the sector made losses of **525.8 million Euros** in 2014-15. Almost 99% of this figure came from losses registered in the professional leagues (**519 million**), while the Leagues and youth and amateur football recorded net losses of **4.2 million and 6.6 million Euros** respectively. FIGC, on the other hand, returned a positive net result of almost **4 million Euros**.



Italian football directly contributes to approximately **11%** of world football's GDP

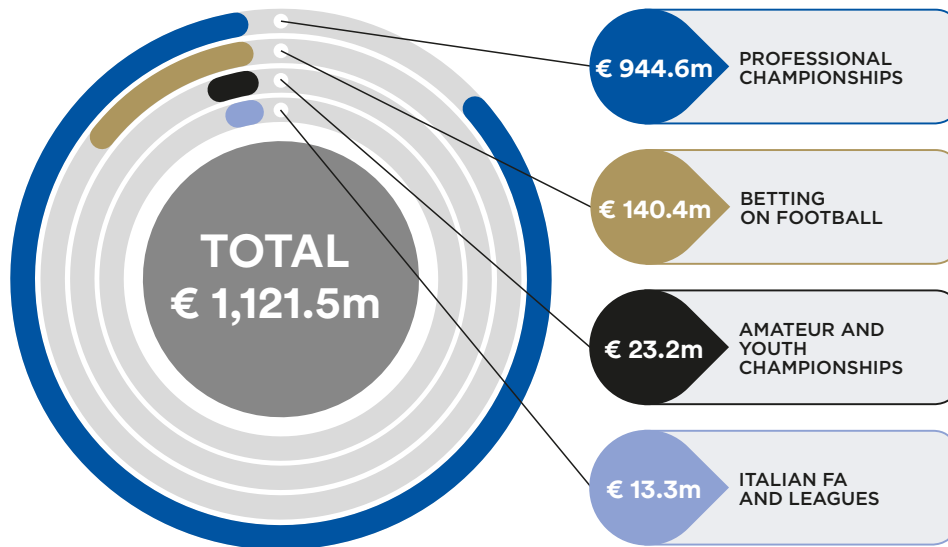


In 2014-15, football saw the involvement of **235,000** volunteers and over **40,000** paid resources

2.3 Tax and social security contribution

Another interesting aspect is the increasingly significant contribution made by Italian football to the nation's economic system. For example, in 2014 professional football made a tax and social security contribution of **over 1.1 billion Euros**.

AGGREGATE TAX AND SOCIAL SECURITY CONTRIBUTION FROM ITALIAN FOOTBALL IN 2014



The data on professional, amateur and youth championships refers to the 2014 tax year, coinciding with the 2014-15 football season. The figure relating to amateur and youth football is net of social security contributions. The figures relating to FIGC and the Leagues refer to the financial statements produced on 31 December 2015 and 30 June 2015 respectively. The figure relating to tax revenue from betting on football is from 2015.

OVER THE LAST NINE YEARS, THE TOTAL TAX AND SOCIAL SECURITY CONTRIBUTION FROM ITALIAN FOOTBALL (TAKING ONLY PROFESSIONAL FOOTBALL INTO ACCOUNT) AMOUNTS TO MORE THAN

9 BILLION EUROS

IN THE SAME PERIOD, THE OVERALL CONTRIBUTION FROM ITALIAN NATIONAL OLYMPIC COMMITTEE (CONI) TO FIGC COMES TO

700 MILLION EUROS



In other words, for

EVERY EURO

"invested" by the Italian Government in football, the State gets a return in terms of tax and social security contributions of

ALMOST 13 EUROS



2.4 Interest, media and commercial profile

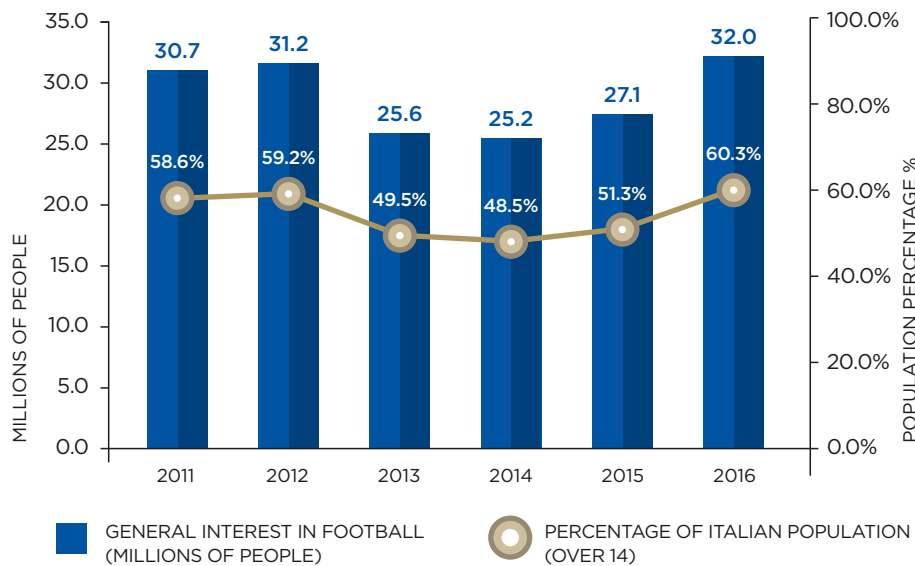


- 32 million Italians say they are interested in football and one out of two follows Serie A Men's championship. The total number of people who support a club in Serie A is almost 20 million.

GENERAL INTEREST
IN FOOTBALL

32
MILLION PEOPLE
(OVER THE AGE OF 14)

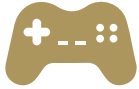
ITALIANS INTERESTED IN FOOTBALL - DOXA DATA



Source: Opinion poll carried out by Doxa S.p.A. to establish Serie A clubs' fanbases, 2011-2016. Client: Lega Nazionale Professionisti Serie A

PROFILE OF ITALIANS INTERESTED IN FOOTBALL IN 2016 - DOXA DATA

	PERCENTAGE %	NO. OF PEOPLE (THOUSANDS)
MEN	57.9%	18,498
WOMEN	42.1%	13,460
14-17 years old	4.8%	1,545
18-24 years old	8.6%	2,740
25-44 years old	30.5%	9,748
45-64 years old	33.2%	10,596
Over 64 years old	22.9%	7,329
High level of education	50.1%	16,008
Low level of education	49.9%	15,950
North-West	26.1%	8,341
North-East	18.4%	5,876
Centre	20.6%	6,599
South	24.2%	7,736
Islands	10.7%	3,406
Regional capitals	30.7%	9,798
Outside of Regional capitals	69.3%	22,160
Less than 30,000 population	53.9%	17,216
30,000-100,000 population	21.7%	6,947
Over 100,000 population	24.4%	7,794



- The impact of football on the world of videogames is significant. This sector is growing rapidly, generating turnover of more than one billion Euros in 2016, with an increase of 8.2% on 2015. **Three football games featured** in the rankings of the 15 most-sold videogames in Italy in 2016 (first, fifth and 14th respectively).



- Between January and August 2016, there were over **195,000 articles on football** in newspapers, magazines and online, along with over **4,300 hours broadcast** on the radio and television. During the same period, the 2016 Olympic Games in Rio de Janeiro generated 19,170 dedicated articles and close to 340 broadcast hours.



- Since Auditel began gathering Italian television viewing figures, the most watched broadcast was the **1990 World Cup semi-final between Italy and Argentina**: 27.5 million people tuned in, reaching an audience share of 87.25%. **49 of the Top 50** most watched TV events in Italy have been football matches, **45 of which featured the National Team**.



- In 2016, matches played by the Italian A National Team garnered **1.5 million Euros on average in revenue from TV rights**.



- The total number of viewers worldwide of programmes featuring images and content of the A National Team and Under 21 National Team in 2016 reached over **2.2 billion**, amounting to almost **5,000 hours** of broadcast time. Within Italy, the total number of viewers in 2016 was over **1.7 billion**, ensuring FIGC sponsors almost **270 hours of television exposure**.





0.3



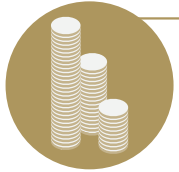
CAPITAL MANAGEMENT

The various forms of capital used by FIGC include Financial, Real Assets and Natural, Human, Intellectual and Organisational, Social and Relationship Capitals



Introduction

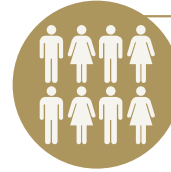
Like all complex organisations, FIGC uses **various forms of capital** to carry out its activities. Using the classification system proposed by the Integrated Reporting Framework as a point of reference, adapted to the context of the Association, we can summarise that the following forms of capital are used by FIGC within the context of its operations.



Financial Capital is understood as the total financial resources available, generated by the Association to support its activities. The data from FIGC financial statements in recent years confirm the organisation's efficient management.



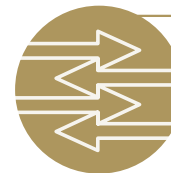
Real Assets and Natural Capital is represented in particular by FIGC's material assets (the Federal Technical Centre in Coverciano, FIGC's headquarters and the Association's its central and territorial offices). As FIGC has no physical assets that could constitute Natural Capital in the strictest sense of the word, in this case the effect that the Association's management policies could have on the environment (for example through energy consumption and choices of personal mobility solutions) was taken into account.



Human Capital constitutes the body of individual people, employees and collaborators who, with their professional skill sets, constitute the driving force of FIGC operations.



Intellectual and Organisational Capital is understood as the body of assets that are intangible (e.g. the FIGC brand), acquired (for example ICT systems) or produced internally (referring to the organisational structure and available expertise, together with internal rules governing the organisation's operations and the rules and standards governing the football system); this type of capital also includes the "National Teams" asset, understood as the intrinsic value of the individual teams.



Social and Relationship Capital is understood as the body of existing relationships with stakeholders of the Association.

3.1 Financial Capital



FIGC is a non-profit organisation and management is oriented towards **the pursuit of effectiveness and efficiency in resource management**. The Association pursues its mission through funding from three main categories of sources: CONI contributions, contributions from members, and commercial asset management activities (TV rights, sponsorships).

The Association's ability to generate new revenue autonomously, **ensuring it has the necessary resources to carry out its mission effectively** and manage itself in a cost-effective way, has been necessary to supplement the contributions it receives, which, alone, would not make ordinary management possible.



SUMMARY OF BALANCE SHEET

	2015	2016
Intangible Fixed Assets	569	1,174
Tangible Fixed Assets	976	1,055
Long-term Financial Assets	37,601	37,601
Total Fixed Assets	39,146	39,830
Receivables	51,163	54,381
Cash and other liquid assets	48,682	62,425
Current assets	99,845	116,806
Accrued Income and Pre-Paid Expenses	2,975	2,148
TOTAL ASSETS	141,966	158,783
Equity	40,866	46,791
Provisions for Contingent Liabilities	24,664	32,288
Bounded funds	697	1,604
Employees' Leaving Indemnity	3,097	3,572
Payables	62,487	64,972
Accrued Liabilities and Deferred Income	10,155	9,556
TOTAL LIABILITIES	141,966	158,783

SUMMARY OF PROFIT AND LOSS ACCOUNT

	2015	2016
Contributions, membership fees, revenues	155,485	174,124
Operating Revenues	155,485	174,124
Olympic Training / National Teams	35,074	37,966
Match officials	44,218	43,727
Organisation of International Sports Events	371	4,110
Organisation of National Sports Events (excl. National Teams)	2,842	3,221
International bodies	0	0
Training, Research and Documentation	5,887	6,277
Sports Promotion	4,309	5,226
Sports Activity Relating Transfers	5,002	4,534
Sports Facility Management	20	18
Cost of sports activities	97,725	105,080
Labour Costs	16,440	17,483
Overheads	17,015	17,368
Functioning Costs	33,456	34,851
Depreciation and Amortisation	6,157	10,922
Other operating expenses	1,132	2,153
Operating costs	138,470	153,006
Financial and Extraordinary Income / Charges	53	9
Pre-Tax Result	17,068	21,125
Taxes and Dues	13,058	15,199
Net Result	4,009	5,925

Figures in thousands of Euros. The 2015 and 2016 Receivables figure includes non-fixed financial assets. The 2016 financial statement has been prepared in accordance with the amendments to national accounting standards, under Legislative Decree 139/2015. The aforementioned amendments have necessitated adjustments to the existing account balances, in economic and financial terms, resulting in changes – purely for comparative purposes – to the figures contained in the 2015 financial statement. The financial statements may be consulted in the "Transparency" section of the figc.it website



2016 FIGC FINANCIAL STATEMENT: ANALYSIS OF THE RESULTS

Despite the reduction in CONI (Italian Olympic Committee) contributions, the FIGC has worked to maintain, or indeed improve, its qualitative, technical, professional, institutional and, above all, sporting standards. Thanks to the **introduction of new managerial procedures**, the checks carried out on the various cost centres and the development of policies to increase FIGC's commercial potential, it was possible to obtain excellent results.

When making a comparative analysis of the figures with those from the 2015 financial statement, the A National Team's participation in the UEFA European Championship in France should be borne in mind. With the A National Team reaching the quarter-final stage of the competition, **income from UEFA reached 14 million Euros**, which also accounts for reduced income from television rights (-9.3 million Euros) because of the team playing fewer games. The 2016 financial statement also includes the **significant impact of organising both the Men's and Women's UEFA Champions League Finals**, held in Milan and Reggio Emilia respectively (+1.0 million Euros), and the reduction in the emoluments provided to A National Team staff in the second half of 2016 (-5.0 million Euros). For an operational analysis, the comparison with data from the 2015 financial statement should be made excluding the three macrofactors indicated above.

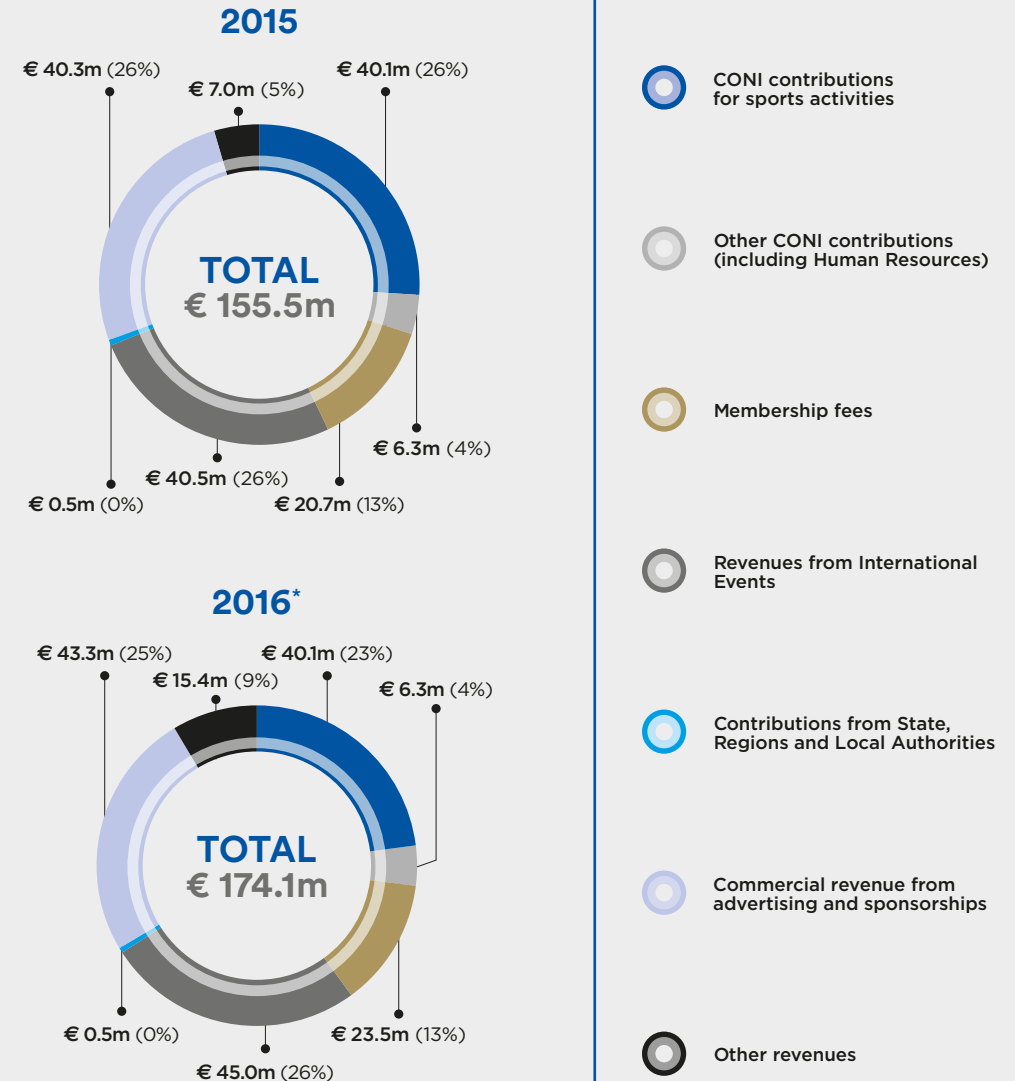
Operating revenues



The financial year which ended on 31 December 2016 closed with **total operating revenues of 174.1 million Euros**.

REVENUES
INCREASED BY **18.6**
MILLION EUROS

OPERATING REVENUES BY CATEGORY IN 2015 AND 2016



* Participation of the National Team in UEFA European Championship 2016

Costs and strategic investments

The classification of the items of expenditure for 2016 can be useful to provide a broad overview of the Integrated Report. The macro categories of costs are as follows:

€ 105.1m

Cost of sports activities

of which 42% (43.7 million Euros) represents costs incurred for match officials, 36% (38 million Euros) represents costs for Olympic training/National Teams, and the remaining 22% (23.4 million Euros) represents other types of costs (organising sports events, training, research, sport promotion, etc.).

€ 34.9m

Functioning Costs

comprising overheads (17.4 million Euros) and labour costs (17.5 million Euros).



The items of expenditure indicated are those that **are necessary to create value** from the activities which, in the rest of the Integrated Report, are outlined in chapter 4 ("FIGC Activities and Initiatives"). The impact of international activity, linked to the 2016 European Championship and the two UEFA Champions League Finals, had an effect on **operating costs**. These costs also include variations over the financial year caused by the inclusion of the payment made to the National Amateur League (LND) for the "Sportello Unico" (+0.9 million Euros), **trailing of Video Assistant Referees** (+0.25 million), the new A National Team training camps, the adjustment of taxes for the period (+6.2 million) and provisions for future risks and charges (+4.7 million).

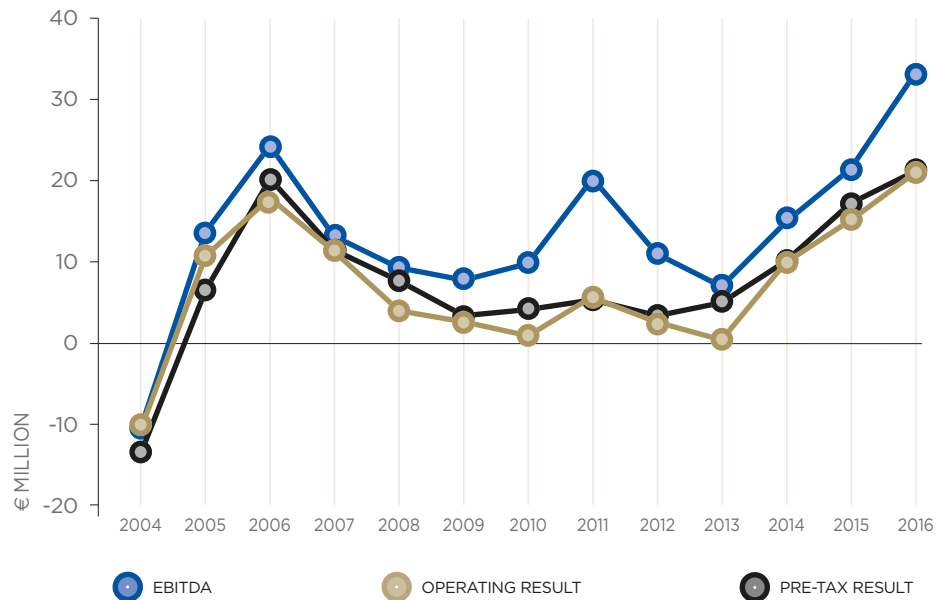
Economic and financial results

EBITDA in 2016 was **equal to 34.2 million Euros, compared to 24.3 million Euros in 2015**. The Operating Result, equal to **21.1 million Euros**, absorbed amortisation of 0.9 million Euros, provisions for contingent liabilities of 9.1 million Euros and other operating expenses of 2.1 million Euros. **The pre-tax result was 21.1 million Euros.**



FOR THE INDICATORS USED, THE FIGURES RECORDED ARE THE BEST SINCE 2004, THE EARLIEST YEAR FOR WHICH THE FIGURES CAN BE UNIFORMLY COMPARED

FIGC FINANCIAL STATEMENT: KPI TREND



3.2 Real Assets and Natural Capital

The management of real estate assets is entrusted to Federcalcio Servizi Srl, a wholly-owned subsidiary of FIGC, with a view **to improving efficiency in the management and provision of related services**, while taking into account the impact on the environmental and the socio-economic impact.

The real estate assets are mainly made up of the FIGC Technical Centre in Coverciano (Florence), and the registered offices of the Association and of the National Amateur League, consisting of 22 buildings spread across the country in the various regional capitals.

2016 REAL ESTATE STRATEGY

€ 2.7m
OVERALL
INVESTMENT

made by FIGC for 2015 and 2016 years to modernise its main real estate assets (FIGC Technical Centre in Coverciano and FIGC headquarters).



Infrastructure work at the FIGC Technical Centre in Coverciano

When it comes to FIGC assets, the main project was **the renovation of the FIGC Technical Centre in Coverciano**, the Association's strategic centre.

- Completion of the new mixed artificial turf on pitch 2
- Maintenance and repair work on underground passages
- Laying of a new artificial turf on pitch 1
- Refurbishment of the uncovered stand and toilets at pitch 1
- Commencement of work to renovate the pitch 2 changing rooms, as well as the medical facility

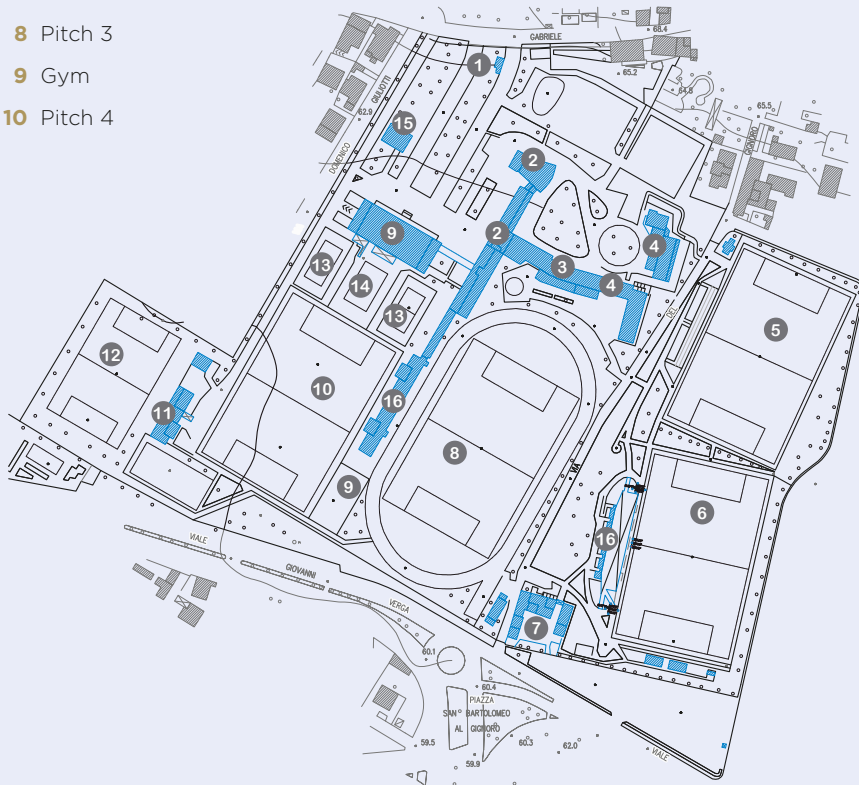
During the course of the year, a **study of FIGC Technical Centre's energy needs** was carried out in order to devise an energy efficiency plan. The aim is to **create the first Italian eco-friendly training centre**, thanks to the partnership with sponsor ENI.

Plans were made for the main investments scheduled for 2017:

- Modernising and restyling the centre, following the agreement reached with Federlegno-Arredo
- Construction of new classrooms for training courses
- Resurfacing pitch 4, with the natural grass turf completely replaced
- Resurfacing pitch 5, with artificial turf, and setting up the necessary fixtures to install lighting
- Resurfacing the running track around pitch 3
- Clean-up of any man-made vitreous fibres
- Creation of the new Data Centre
- Modernising and increasing the efficiency of the floodlighting system

FIGC TECHNICAL CENTRE IN COVERCIANO

- | | |
|--|--|
| 1 Entrance and security | 11 Italian Coaches' Union Headquarters |
| 2 Secretary and Technical Sector offices | 12 Pitch 5 |
| 3 Restaurant and Bar | 13 Tennis Courts |
| 4 Hotel | 14 Swimming Pool |
| 5 Pitch 1 | 15 Library |
| 6 Pitch 2 | 16 Changing Rooms |
| 7 Football Museum | |
| 8 Pitch 3 | |
| 9 Gym | |
| 10 Pitch 4 | |



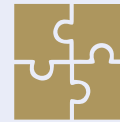
€ 4.5m
PLANNED
INVESTMENT

for the 2017 and 2018 years, which specifically applies to structural work on the FIGC Technical Centre in Coverciano, which will be 60 years old in 2018.

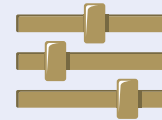


FIGC's other material assets

As regards **FIGC's registered offices and sporting facilities** owned by Federcalcio Servizi Srl, the following measures have been initiated:



RATIONALISATION of buildings and planning their transfer/integration



OPTIMISATION of the commercial potential offered by the various spaces, so as to ensure profitability in keeping with the value of FIGC's material assets

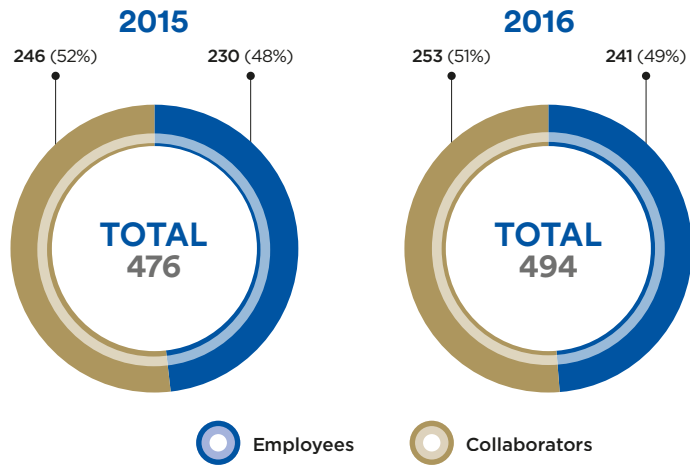


The new pitch 1, made with the latest generation artificial turf. The uncovered stand was also rebuilt and now has 350 seats.

3.3 Human Capital

Human Capital within FIGC is managed by the Human Resources Department on the basis of the principles of fairness and integrity, with the aim of maintaining and developing relationships built on trust and collaboration and inspired by mutual respect. Since 2008, the number of employees has increased as a result of the conversion of non-standard contracts to permanent ones, new hirings and the transfer of staff from CONI Servizi to FIGC.

FIGC HUMAN CAPITAL IN FIGURES



AGE OF EMPLOYEES 2016	WOMEN	MEN	TOTAL
Under 30	2	8	10
Between 30 and 39	23	31	54
Between 40 and 49	35	48	83
Over 50	43	51	94
TOTAL	103	138	241

FIGC COLLABORATORS 2016	2016*	2016**
National Teams staff (coaches, scouts, healthcare professionals)	76	144
Referees, technical bodies, AIA coaching staff	148	151
Other	29	34
TOTAL	253	329

(*) Only includes contractors who receive pay slips (no professional or occasional contracts)
 (**) Also includes professional engagements linked to the area of activity managed by FIGC Human Resources Department

1,000 UNUSED LEAVE DAYS TAKEN IN 2015
3,168 UNUSED LEAVE DAYS TAKEN IN 2016

In December 2016, **the employee pay scale was adjusted**, on the basis of the rules applicable following the entry into force of the new CONI National Contract. The policy on **using up leave days from previous years** and compensatory rest time remains in place.

Executive and management positions are equally divided in percentage terms between the two genders, in line with the percentage ratio between men and women.



Female staff account for **43%** of the total workforce, giving it the fourth highest percentage of women in European Football Associations and the sixth highest in absolute terms.

MANAGEMENT OF HUMAN CAPITAL



Equal opportunities



Balance between personal and professional life



Disabled and protected categories



Training and updating courses



Services offered to employees and collaborators



Courses on safety and security



Reward system



Welfare



New procedure for hiring staff



Plan for using up leave days



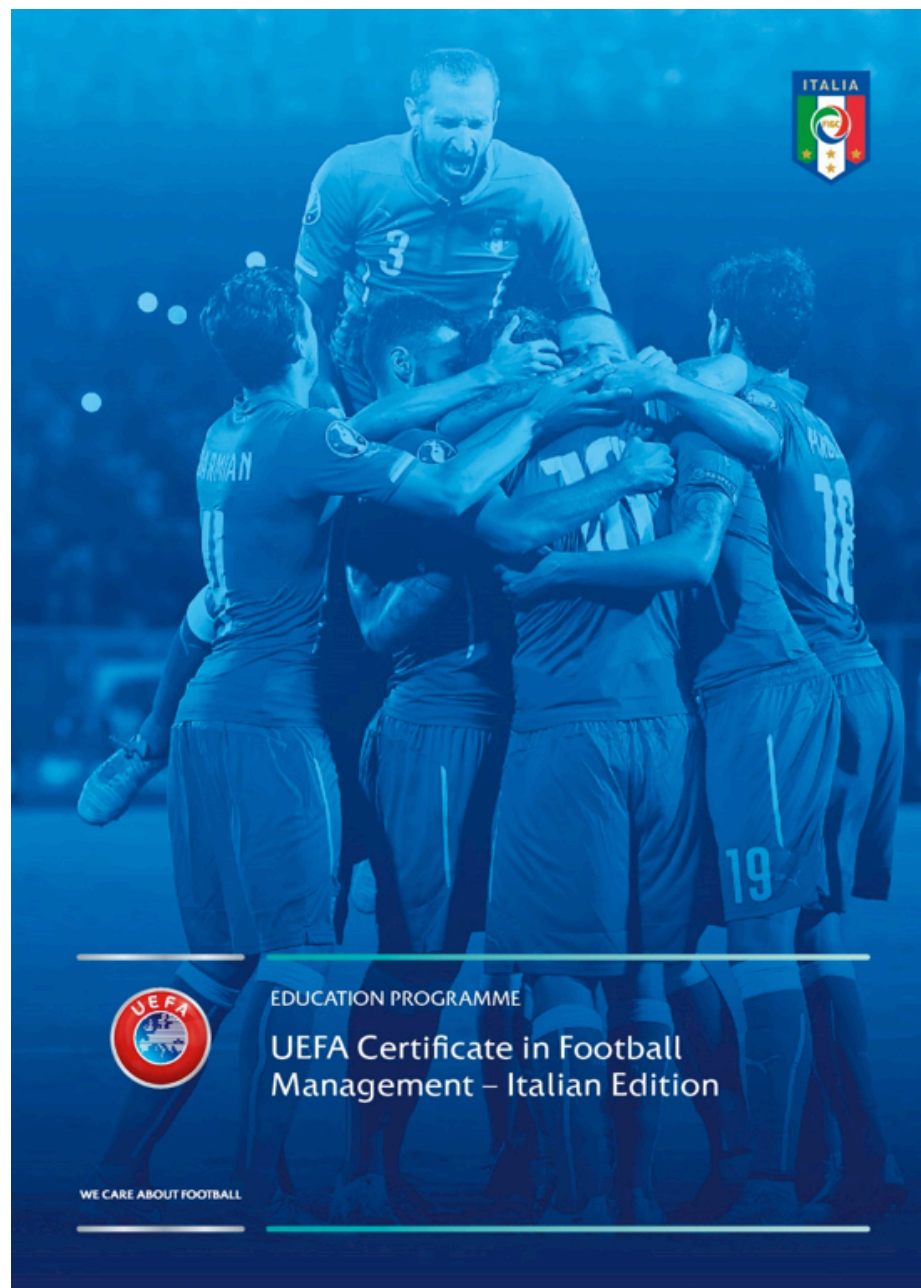
Launch of online CV application process



Implementation of human resources management system



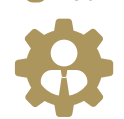
Activation of the procedure for certifying contract models and simplifying contract types



INTERNAL TRAINING ACTIVITY

As part of its development of Human Capital, FIGC has pursued the process of maximising the potential of existing staff members by continuing to incentivise their training.

Among the various initiatives organised was **the Italian edition of the UEFA Certificate in Football Management (CFM)**, in which a total of 38 FIGC employees participated. The CFM is a high-level training course, coordinated on an international scale by UEFA in partnership with the University of Lausanne and the Swiss Graduate School of Public Administration (IDHEAP), involving **top international academics and experts from the sector. The course consists of three live seminars and six online modules.**



Organisation of football

Strategic and performance management

Operational management

Football marketing and sponsorship

Communication, media and public relations

Event and volunteer management



506 TESTS
UNDERTAKEN IN
THE PERIOD 2015-16



TRAINING COURSES
FOR **56** INTERNAL
STAFF


Furthermore, the **Women in Football Leadership Programme (WFLP) organized by UEFA** has been attended by FIGC staff members for several years. Association staff have also participated in the various training and updating courses organised by CONI. In addition to this, a series of internal language, ICT and soft skills development courses are regularly held.


With regard to the **implementation of the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001** (adopted by FIGC in 2015), the classroom training of FIGC employees was completed; in 2016, a total of 55 staff members underwent training. Training activity in 2016 also involved the necessary update related to the activation of the new **CWT Book2Go platform (71 staff members)**, with an additional training programme specific to ICT systems. Another key area of focus for FIGC in 2016 was that of **safety in the workplace.**



3.4 Intellectual and Organisational Capital

This is one of the two main types of intangible value asset - the other being Social and Relationship Capital - used and managed by FIGC as one of primary contributors to the **Association's ability to create value and values over time**. The main forms of Intellectual and Organisational Capital available to and used by FIGC are:

- 

● **FIGC's organisational structure** and rules of operation, recently subject to significant revisions, updates and formalisation, enabling more efficient management of the FIGC "machine".
- 

● **The expertise** that constitutes the wealth of FIGC's collective knowledge, made available for use and used via the Association's ICT tools and systems.
- 

● **The systems and tools** that are designed and implemented to support FIGC's operations and its processes for creating value (internal management, external relations, etc.).



- **The FIGC brand**, used and promoted not only in developing activities locally, but also in drawing up agreements with sponsors, commercial partners and the media. Its value is influenced by the work of FIGC's management and the staff quality as recognised by third parties, sporting results and its inclusiveness in relations with key stakeholders.
- **National Teams**, understood as the teams which – regardless of the players, coaches and support staff – represent the value and values embodied by the "maglia azzurra", the Italian National Teams' jersey.



These forms of capital are presented in this Integrated Report as follows:

FORMS OF CAPITAL	REFERENCES
Organisational structure and rules of operation	Mission, governance and objectives
	Efficiency and internal organisation
Expertise, ICT systems and tools	Efficiency and internal organisation
	Football development activities
FIGC brand	Financial Capital
	Enhancing FIGC's brand identity
National Teams	Sport activities
	Football development activities

3.5 Social and Relationship Capital

For FIGC, Social and Relationship Capital – the second main type of intangible value asset together with Intellectual and Organisational Capital – is **the totality of exchanges and relations the Association is able to have with stakeholders** in the context it operates in, as well as its ability to exert a level of influence both directly and indirectly.

FIGC's reputation is one of the qualitative results of the way it uses its Social and Relationship Capital and is directly linked to the various stakeholders the Association works with. The stakeholders – shown in the image below **according to their proximity to FIGC** – are individual persons (fans, employees, referees, doctors, coaches, etc.), complex bodies and organisations (other Football Associations, sports federations, ministries, football clubs, suppliers, sponsors, etc.), and other “systems” (the media, schools, football fandom, etc.).



The forms of **Social and Relationship Capital used and managed by FIGC and in which the Association invests** can be easily identified and feature greatly in the Integrated Report from this point forward. These forms of capital are represented in this Integrated Report as follows:

FORMS OF CAPITAL	REFERENCES
Relationships with Bodies and Institutions	Mission, governance and objectives
	Efficiency and internal organisation
	Football development activities
	Social inclusion activities
Relationships on a local level	Sport activities
	Football development activities
	Social inclusion activities
	Enhancing FIGC's brand identity
Relationships with international bodies	Mission, governance and objectives
	Football development activities
	Efficiency and internal organisation
Relationship between FIGC and its Bodies, Teams, registered members and families	Mission, governance and objectives
	Efficiency and internal organisation
	Sport activities
	Football development activities

The status of Social and Relationship Capital, as an asset of great value to FIGC, is demonstrated by the Association's organisation of **"KickOff"** on a yearly basis. The event is considered central to the outlining of future developments in football. This project, other than being an opportunity to **bring together a large number of stakeholders**, is also a chance to leverage the themes which represent or impact upon the forms of capital mentioned above.

PARTNERSHIP BETWEEN FIGC AND ITALIAN GOVERNMENT MINISTRIES



During 2016, the number of schemes developed by the Association and the Italian Government increased sizeably. The following are some of the main related programmes:



Minister for Sports: an ongoing partnership, so as to share the same strategic guidelines for the development of Italian football



Ministry of Education, Universities and Research: development of sports and teaching activity at Italian schools, after the relevant agreement was signed "Valori in Rete" (Values Online) project



Ministry for Economic Development: "Made in Italy on the field" project



Ministry of Foreign Affairs and International Cooperation: creating synergies to promote the Italian system abroad, with positive repercussions for the trade, cultural and sports sectors, following the signing of the agreement



Ministry of the Interior: coordination of the National Observatory on Sporting Events and support in the planning of the RETE! Project, with the organisation of sports and educational activities aimed at unaccompanied foreign minors

The match played in 2016, between a selection of FIGC staff and the Italian Parliament Football team





0.4



FIGC ACTIVITIES AND INITIATIVES

Sport activities, football development, social inclusion, enhancing FIGC's brand identity, efficiency and internal organisation



4.1 Sport activities

2016 saw the continuation of ambitious plans to promote the National Teams, a strategically important sector and one of FIGC's main cost centres with an investment of approximately **38 million Euros**.

2016 OFFICIAL MATCHES



206 OFFICIAL MATCHES PLAYED (+16.3% ON 2015)

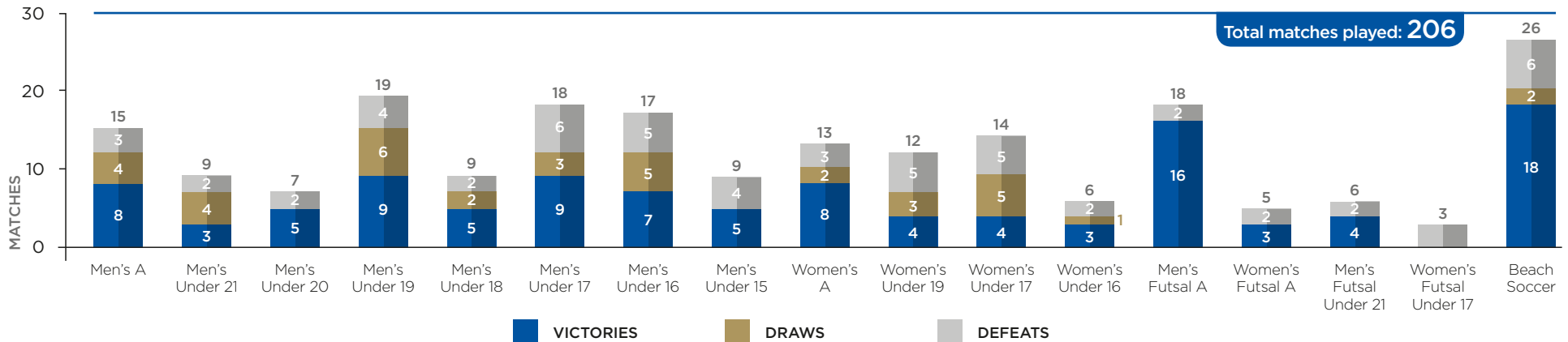
111 VICTORIES

37 DRAWS

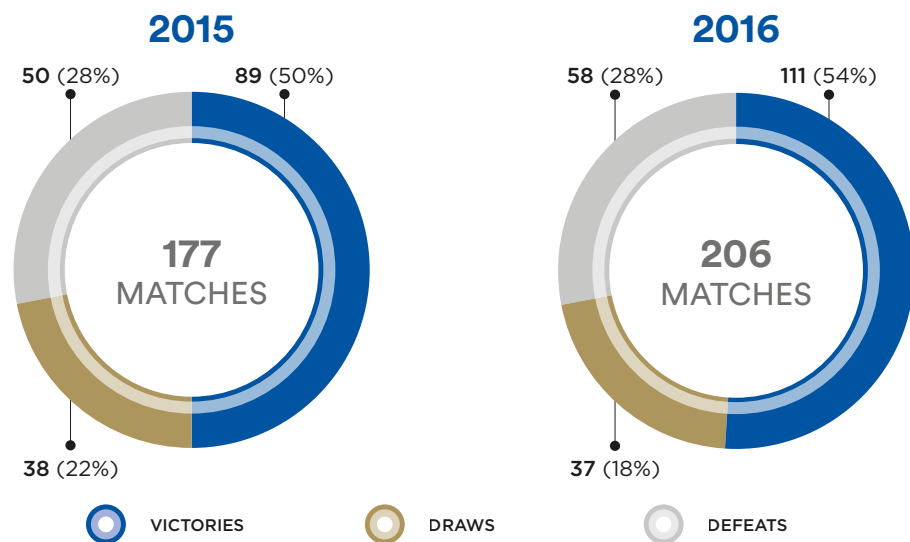
58 DEFEATS



2016 NATIONAL TEAMS MATCHES



COMPARISON OF NATIONAL TEAMS' MATCHES



Below is a list of the most significant **results on the pitch** from 2016.

Men's A National Team

- Participation in **UEFA EURO 2016** (France), reaching the quarter-finals.
- Qualification phase for the **2018 FIFA World Cup**.



Men's youth National Teams

- The Under 21 finished top of their qualifying group for the **European Championship**.
- The Under 20 won the prestigious **Four Nations Tournament** for the first time in 10 years.
- The Under 19 won the **silver medal at the European Championship**, a competition Italy had not been involved in for six years, qualifying for the **2017 World Cup** in South Korea in the process. Italy's previous participation in the U-20 World Cup came in 2009.
- The Under 19 and Under 17 won their first **European Qualifying Group**.





● Women's 11-a-side National Teams

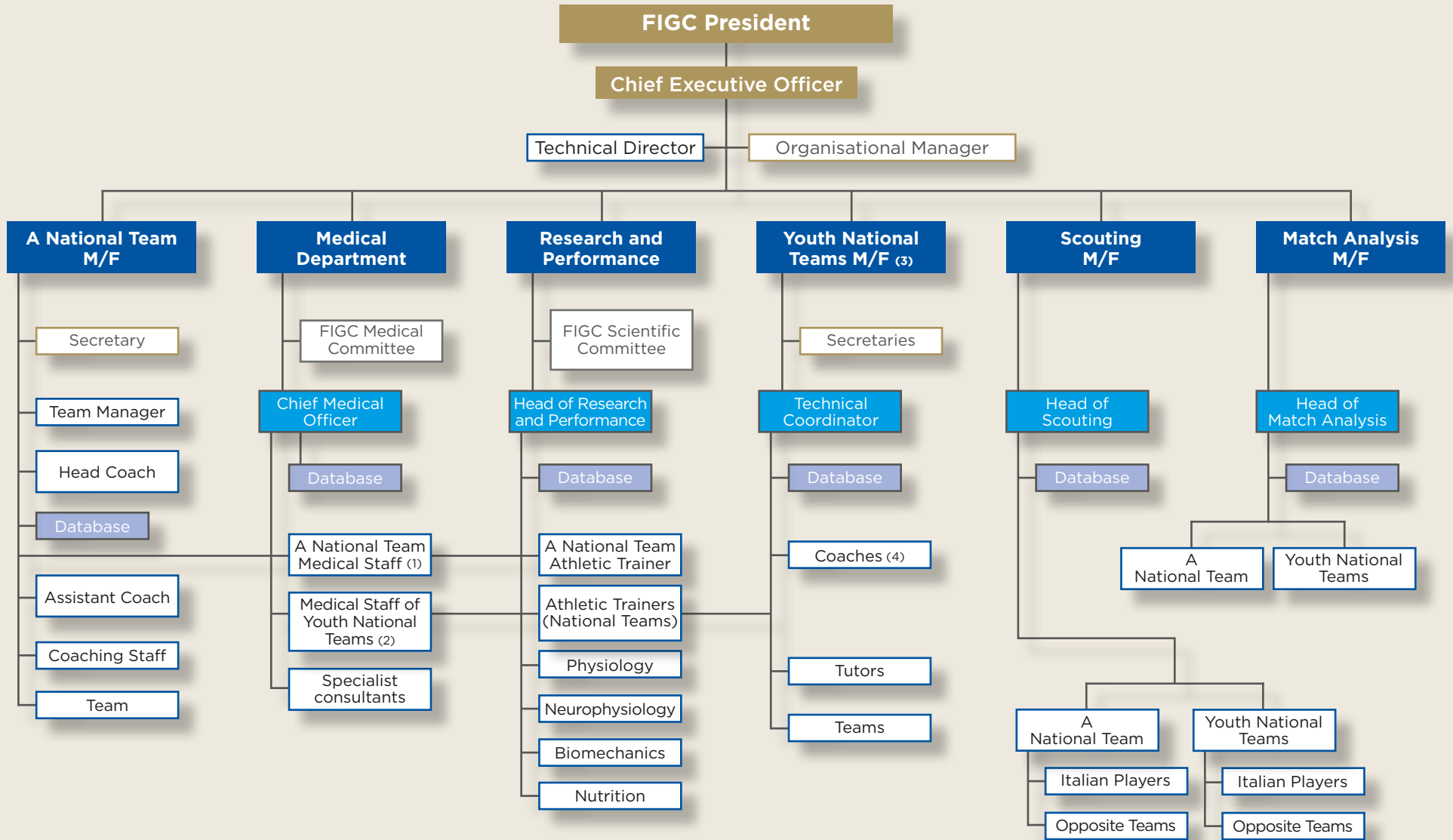
- The A National Team **qualified for the UEFA Women's EURO 2017**. The National Team also took part in the Manaus tournament, losing in the final to hosts Brazil.
- The Under 17 **qualified for the European Championship**.
- The Under 17 and Under 19 made it **through the first round of European Qualifying**.
- The newly created Under 16 National Team have achieved some excellent results, bolstering the Under 17 ranks, culminating in a **1-0 victory over the United States** (who boast more than five million registered players) at the Gradisca Tournament of Nations, open to women's football for the first time.
- The new **experimental Under 23 National Team** gathered on several occasions to work on bridging the gap with the A National Team.

● Beach Soccer and Futsal

- The Beach Soccer National Team finished as **runners-up in the Euro Beach Soccer Cup**, sixth in the Euro Beach Soccer League in Catania, **qualified for the 2017 FIFA Beach Soccer World Cup** in the Bahamas and secured third place in the Supercopa das Nacoes tournament. The Azzurri's Gabriele Gori also made the three-man shortlist for the title of the Beach Soccer World's Best Player.
- The Men's Futsal A National Team took part in the **FIFA Futsal World Cup in Colombia**, where they reached the round of 16.



THE NEW CLUB ITALIA ORGANISATION CHART



1: A National Team medical staff: Chief Medical Officer, Assistant, Physiotherapist, Masseur

2: Medical staff of Youth National Teams: Chief Medical Officer, Physiotherapist, Masseur

3: Youth National Teams: Men's - Under 21, Under 20, Under 19, Under 18, Under 17, Under 16 and Under 15; Women's - Under 23, Under 19, Under 17 and Under 16

4: Coaching Staff for Youth National Teams: Head Coach, Assistant Coach, Goalkeeping Coach

4.2 Football development activities

DEVELOPING YOUTH FOOTBALL

Work to develop youth football continued in 2016 with the aim of maximising **Italian football's main asset**, with more than 800,000 boys and girls registered with FIGC.

FIGC Local Development Centres

A number of meetings with psychologists were set up at existing facilities



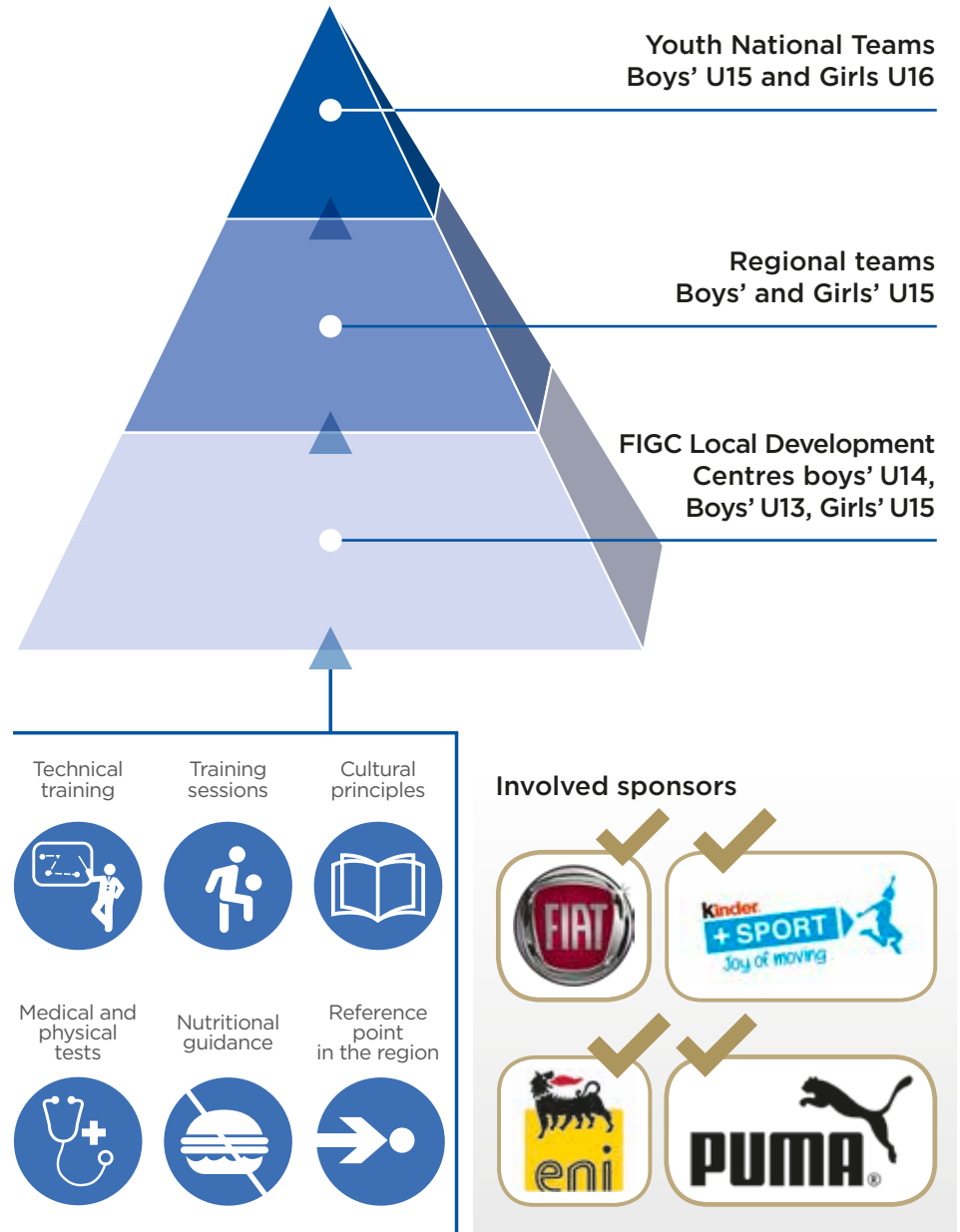
Work continued at the FIGC Local Development Centres, created in 2015 to be a centre of excellence for the promotion, education and training of young footballers aged 12-14.

Mission



- Establish a core educational and development approach
- Technical and social supervision of the entire country
- Involve all stakeholders (AIAC, AIC, Technical Sector, SGS, AIA, LND and the Professional Leagues)
- Safeguard talent
- Create a coordinated pathway for technical and sports development
- Support programme for the development of potential young talent
- Combat sport drop-out rates
- Monitor all young players in the medium-to-long term

FIGC LOCAL DEVELOPMENT CENTRES: STRATEGIC POSITIONING



The format



Weekly plan of activities (every Monday).
Activities run in an area covering approximately 35-40 km.
Around 100 boys and girls per centre.



Technical programme lasting around 8-9 months
(September-December; January-May).
Involvement of local clubs, particularly youth team coaches,
in training programmes.



Identify sports facilities with appropriate standards
of quality to use.

Numbers from the project



The project will see a network of **200 centres** created over
the next years, spanning the entire length of the country



With a yearly budget of **10 million** Euros, adaptable to the
Association's needs, this programme is **the biggest financial
investment ever approved** by a FIGC Executive Committee



3,500 meetings and information days organised per year



30,000 work hours



10,000 referees and **1,200** qualified coaches involved



Monitoring of **150,000** boys and **3,500** girls



The aim is to scout more than **830,000** players over a
10-year period and integrate more than **15,000** male and
5,000 female players into development programmes



FIGC LOCAL DEVELOPMENT CENTRES REGIONAL BREAKDOWN

FIGC Local Development Centres active as of the start of 2017

20 Local Development Centres



Involvement of approximately 2,000 Under 14 boys and girls



220 members of staff involved, from coaches to managers



LOCAL DEVELOPMENT CENTRES ACTIVE AS OF THE START OF 2017

LOCAL DEVELOPMENT CENTRES: COMPREHENSIVE FIGURES FROM THE PROJECT



The FIGC-MIUR framework scheme

A new memorandum of understanding was signed with the Ministry of Education, Universities and Research (MIUR) with the aim of extending educational and sports projects. Particular emphasis is placed on promoting

diversity, inclusion and the potential of young students via the **new sports and educational project entitled “Valori in Rete”** (Values Online). 125,000 students took part in related activities in 2016-17.



VALORI IN RETE 2016/17

PRIMARY SCHOOL

9 - 10 years old

GIOCOCALCIANDO

Commitment, fun, sportsmanship and respect

1,622 CLASSES

32,440 STUDENTS

2,433 TEACHERS

MIDDLE SCHOOL

11 - 13 years old

CAMPIONATI STUDENTESCHI (STUDENT CHAMPIONSHIPS)

Legality

**RAGAZZE IN GIOCO
(GIRLS ON THE PITCH)**

Equal opportunities

145 SCHOOLS

2,900 GIRLS

150 TEACHERS

HIGH SCHOOL

14 - 18 years old

2,137 SCHOOLS

90,000 STUDENTS

3,690 TEACHERS



AMENDMENT TO THE PROFESSIONAL FOOTBALL PRINCIPLES AND CRITERIA

Work to introduce new criteria for the professional football system continued with the aim of **promoting economic and financial sustainability**, international competitiveness and transparency in ownership structures.

Protocol for the prevention of organised crime involvement in football



In May 2016, FIGC signed a national protocol with the Ministry of the Interior and the professional football Leagues for the **prevention of organised crime involvement** in professional football clubs. Among other things, the protocol provides for the Prefect's office to run anti-mafia checks using the national database. This measure is in line with the introduction in 2015 of guidelines for acquisitions of professional football clubs.

Reinstatement in professional leagues



With regards to reinstatement to professional championships, the FIGC Executive Committee has created a **non-repayable fund for reinstatement to Serie A, Serie B and Lega Pro** with the aim of assessing *a priori* the applicant club's economic value and introducing a ban on reinstating any clubs found guilty of an administrative fault.

The new National Licensing manual



In April 2016, the FIGC Executive Committee approved **the National Licensing system for Serie A, Serie B and Lega Pro**. In November 2016, FIGC also established the new guidelines well in advance compared with previous years, with a multi-year perspective and a series of additions and amendments.



Sporting and organisational criteria

The planned regulations for the **development of women's football** were implemented (for more details please consult the dedicated section on the strategic plans for the develop of women's football).

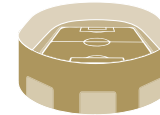
Infrastructural criteria

There has been a gradual increase in **qualitative standards** in order to comply with the *UEFA Stadium Infrastructure Regulations*.

The timeframe has been established **for Serie A** which will see football stadia built and refurbished in line with **Category 4 facilities** in time for the 2020-21 season.

Category 3 will be requested by 2019-20 for **Serie B**. By the 2020-21 season, clubs must also have a facility which respects UEFA's **Category 3 requirements**, along with additional reference criteria.

With regards to **Lega Pro**, the timeframe has been established which will see football stadia built and refurbished in line with **Category 2 facilities** in time for the 2019-20 season, along with some of the requirements for **Category 3 facilities**.



UEFA Stadium Infrastructure Regulations



The UEFA Stadium Infrastructure Regulations - 2010 Edition is the European governing body's classification for facilities involved in its competitions both at clubs and National Team level. The regulations divide facilities into four categories depending on their technical characteristics.

LEGAL, ECONOMIC AND FINANCIAL CRITERIA



2015-2016

2016-2017

2017-2018

2018-2019

REQUIREMENTS

Squads of **no more than 25 players**, at least eight of which must have grown up in Italy. Any number of Under 21 players can be registered

All debts to clubs affiliated to foreign Associations for the transfer of players from abroad must be paid (**excluding training compensation and solidarity contributions**)

Emoluments, IRPEF tax and INPS contributions owed to registered employees and **other figures** must be paid up to and including the month of **April**

Net wages, including **voluntary redundancy payments**, up to the month of **April** must have been paid to all registered members

Squads of **no more than 25 players**, at least four of which must have grown up in Italy and four must have been trained in the academy of the club with which they are registered. Any number of Under 21 players can be registered

All debts to clubs affiliated to foreign Associations for the transfer of players from abroad must be paid (including **training compensation and solidarity contributions**)

Net **emoluments** and **INPS contributions** owed to registered employees and other figures must be paid up to the month of **May**

Net wages, including **voluntary redundancy payments**, up to the month of **May** must have been paid to all registered members

Squads of **no more than 25 players**, at least four of which must have grown up in Italy and four must have been trained in the academy of the club with which they are registered. Any number of Under 21 players can be registered

Monitoring indicators must be adhered to for clubs to be admitted to the championship

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Monitoring indicators must be adhered to for clubs to be admitted to the championship

Break-Even Rule

MAIN INDICATOR

Current Asset Indicator (current assets over current liabilities);
Limit: 0.4

Current Asset Indicator;
Limit: 0.5

Current Asset Indicator;
Limit: 0.6

Current Asset Indicator;
Limit: 0.6

CORRECTIVE INDICATORS

Debt Indicator (Debts over revenues);
Limit: 2

Wage/Turnover Indicator (wages + amortisation of player registrations over revenues);
Limit: 0.9

Debt Indicator;
Limit: 1.75

Wage/Turnover Indicator;
Limit: 0.85

Debt Indicator;
Limit: 1.5

Wage/Turnover Indicator;
Limit: 0.8

Debt Indicator;
Limit: 1.5

Wage/Turnover Indicator;
Limit: 0.8

SANCTIONS

In the event that a club fails to meet the minimum requirement for the Current Asset Indicator, it must submit a detailed **financial plan** which it shall then implement to bring the club back within the parameters

In the event that a club fails to meet the minimum requirement for the Current Asset Indicator, it will be placed under a **transfer embargo until the financial deficiency** is rectified or the club records a positive financial balance

Non-admission to the championship; transfer embargo

Non-admission to the championship; transfer embargo.

2016-2017

2017-2018

2018-2019

2019-2020

 REQUIREMENTS

All debts to clubs affiliated to foreign Associations for the transfer of players from abroad must be paid (excluding training compensation and solidarity contributions)

Emoluments and INPS contributions owed to registered employees and other figures must be paid up to and including the month of May. IRPEF contributions must be paid up to and including the month of April

Net wages, including voluntary redundancy payments, up to the month of May must have been paid to all registered members. IRPEF contributions must be paid up to and including the month of April

All debts to clubs affiliated to foreign Associations for the transfer of players from abroad must be paid (including training compensation and solidarity contributions)

A minimum of 0.14 of the equity ratio must be adhered to for clubs to be admitted to the championship.

Monitoring indicators must be adhered to for clubs to be admitted to the championship

A minimum of 0.15 of the equity ratio must be adhered to for clubs to be admitted to the championship

Monitoring indicators must be adhered to for clubs to be admitted to the championship

A minimum of 0.16 of the equity ratio must be adhered to for clubs to be admitted to the championship

 MAIN INDICATOR

Current Asset Indicator; Limit: 0.4

Current Asset Indicator; Limit: 0.5

Current Asset Indicator; Limit: 0.6

Current Asset Indicator; Limit: 0.6

 CORRECTIVE INDICATORS

Debt Indicator; Limit: 2

Wage/Turnover Indicator; Limit: 0.9

Debt Indicator; Limit: 1.75

Wage/Turnover Indicator; Limit: 0.85

Debt Indicator; Limit: 1.5

Wage/Turnover Indicator; Limit: 0.8

Debt Indicator; Limit: 1.5

Wage/Turnover Indicator; Limit: 0.8

 SANCTIONS

In the event that a club fails to meet the minimum requirement for the Current Asset Indicator, it must submit a detailed financial plan which it shall then implement to bring the club back within the parameters

In the event that a club fails to meet the minimum requirement for the Current Asset Indicator, it will be placed under a transfer embargo until the financial deficiency is rectified or the club records a positive financial balance

Non-admission to the championship; transfer embargo

Non-admission to the championship; transfer embargo

2016-2017

2017-2018

2018-2019

 REQUIREMENTS

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Monitoring indicators must be adhered to for clubs to be admitted to the championship

 MAIN INDICATOR

Current Asset Indicator; Limit: 0.4

Current Asset Indicator; Limit: 0.5

Current Asset Indicator; Limit: 0.6

 CORRECTIVE INDICATORS

Debt Indicator; Limit: 2

Wage/Turnover Indicator; Limit: 0.9

Debt Indicator; Limit: 1.75

Wage/Turnover Indicator; Limit: 0.85

Debt Indicator; Limit: 1.5

Wage/Turnover Indicator; Limit: 0.8

 SANCTIONS

In the event that a club fails to meet the minimum requirement for the current asset indicator, it will be placed under a transfer embargo until the financial deficiency is rectified or the club records a positive financial balance

Non-admission to the championship; transfer embargo

REVIEW OF FIGC RULES AND REGULATIONS

The process involved not only the professional football system but **also a number of other significant areas.**

Reform of Sports Justice

In the first quarter of 2016, the FIGC Executive Committee approved significant amendments to the **Disciplinary Code**. Specifically, March 2016 saw the decision to introduce the new figure of Interregional FIGC Prosecutor's Office, split into **three areas (North, Centre and South)**, to whom amateur proceedings are assigned.

Sports Justice Bodies



The new composition of the various Sports Justice Bodies was also decided throughout the year for the four-year period 2016-20. **More than 800 applications were analysed and assessed.**

Usability of stadia and enhancing dialogue with fans




The new set of regulations - introduced in 2015 and shared by the Ministry of the Interior - has made it possible to introduce specific sanctions applicable to FIGC registered members proven to have engaged in a non-authorized relationship with ultras groups. **Greater importance has been placed on the roles of stewards and Supporter Liaison Officers.**





Il Calcio e Le Ore di Lezione

The new regulations also allowed for the creation of the **"Il Calcio e Le Ore di Lezione"** (Football and School Classes) programme, designed to raise awareness in a coordinated fashion among students about social issues such as non-violence, respect, fair play and positive support. The project, supported by UEFA as part of the "Captains of Change" scheme, saw the creation of several activities in schools during the 2015-16 season, with a number of testimonials and representatives from the world of football.





The 2015-16 edition saw the running of:

-  more than **6,000 hours of lessons**
-  the involvement of more than **74,000 students** aged 6-19 years old
-  **1,790 classes**
-  **190 projects set up**

Decrease of violent episodes in Italian football

Data published by the National Observatory on Sports Events show there has been a significant decrease in violent episodes in Italian football in recent years.

	2002-2007	2007 - year zero	2007-2011		2012-2016	
			variation compared with the period 2002-2007	variation compared with the period 2007-2011	variation compared with the period 2007-2011	variation compared with the period 2002-2007
Clashes resulting in injuries	1,114	608	-45%	506	-17%	-55%
Individuals injured	5,388	1,540	-71%	1,067	-31%	-80%
Injuries among the police forces	3,831	758	-80%	524	-31%	-86%

Accumulated data from all leagues

LEGACY, SPECIAL INITIATIVES AND STRATEGIC DEVELOPMENT PROGRAMMES



After the success of the 2015 edition, FIGC organised in May 2016 the “KickOff” event. The initiative, once again held in Cesena (predominantly at Orogel Stadium Dino Manuzzi) saw a **three-day residential event set up on football** with around **220 people taking part**:



“KickOff” is the first genuine **think tank on Italian football**. It is the place for open dialogue, a home to talent and a laboratory for ideas and projects which is defined by its forward-thinking, informal nature and the diversity of its participants from distinct areas of culture, politics and the professional world.

KickOff 2016: sessions

Warm ups by the Play Teams’ coaches; RETE project final and prize ceremony at the Comunità di San Patrignano; KickOff Talk, an event open to the general public (with around 200 people in attendance) on the various interpretations of the term “Courage”; 17 smaller work groups known as Play Teams discussed several crucial topics related to the development of Italian football on the pitch at Orogel Stadium, producing content and projects to be implemented on every individual topic; moments of fun and special projects.

THE 17 PLAY TEAMS



Each Play Team is made up of around 10-15 participants with the aim of proposing strategic reference guidelines for the development of FIGC and the Italian football movement.



Some of the strategic guidelines proposed in the two editions of “KickOff” (2015 and 2016) were **fully approved** as part of FIGC’s development plans.

-  Continuing the RETE! Project
-  Technical Laboratory of Excellence for Sports Facilities
-  Master’s Course on Planning, Construction and Management of Sports Facilities
-  The new FIGC website
-  New CRM model
-  FIGC Integrated Report
-  Football as an educational model
-  B2B and B2C digital platform
-  Digital platform for nutritional education
-  Italian football’s “official” Talk
-  Exporting Italian football’s technical expertise: FIGC-MAECI agreement (Ministry for Foreign Affairs and International Cooperation) and agreements with the Chinese and Russian FAs
-  Organisation of the first Hackathon on Italian football
-  Invest in training: mandatory courses for the roles listed under National Licensing
-  The new Italian Football Museum: operating plan



WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY



2016 was characterised by the continuation of the women's football development programme, **in line with the direction established by the leading international stakeholders**. It refers specifically to the *GROW 2020* project which was recently presented by UEFA, whose central theme is to further develop women's football, **with the aim of making it the leading women's team sport in Europe**.

Reform of National Licensing

The consolidation of the regulations on professional clubs registering Under 12 girls (National Licensing System) **led to more than 900 girls being registered** at men's Serie A and Serie B clubs in 2015-16.



The crucial qualifier match for the 2017 Women's EURO 2017 against the Czech Republic on 20 September 2016, broadcast on Rai Sport 1, was the most watched programme of the day (76,699 viewers with a share of 0.4% and a reach of 420,191).

	2015-2016	2016-2017	2017-2018	2019-2020
	Requirements: Registration of at least 20 Under 12 players	Requirements: Registration of at least 40 Under 12 players or: <ul style="list-style-type: none"> acquire a sport title from a women's Serie A or B team sign a licensing agreement for the use of the brand with a women's Serie A or B team with headquarters in the same province 	Requirements: Register at least one girls' team for the Giovanissime championship . Registration of at least 40 Under 12 players still applies	Requirements: Register at least one girls' team for the Allieve championship . Registration of at least 40 Under 12 players and registration of at least one girls' team for the Giovanissime championship both still apply
	Requirements: Registration of at least 20 Under 12 players	Requirements: Registration of at least 40 Under 12 players or: <ul style="list-style-type: none"> acquire a sport title from a women's Serie A or B team sign a licensing agreement for the use of the brand with a women's Serie A, B or C team with headquarters in the same province sign a partnership agreement with School Sports Groups 	Requirements: Register at least one girls' team for the Giovanissime championship . Registration of at least 40 Under 12 players still applies	Requirements: Register at least one girls' team for the Allieve championship . Registration of at least 40 Under 12 players and registration of at least one girls' team for the Giovanissime championship both still apply

	2017-2018	2018-2019	2019-2020	2021-2022
	Requirements: Registration of at least 20 Under 12 players or: <ul style="list-style-type: none"> acquire a sport title from a women's Serie A, B or C team sign a licensing agreement for the use of the brand with a women's Serie A, B or C team with headquarters in the same province sign a partnership agreement with School Sports Groups 	Requirements: Registration of at least 40 Under 12 players or: <ul style="list-style-type: none"> acquire a sport title from a women's Serie A, B or C team sign a licensing agreement for the use of the brand with a women's Serie A, B or C team with headquarters in the same province sign a partnership agreement with School Sports Groups 	Requirements: Register at least one girls' team for the Giovanissime championship . Registration of at least 40 Under 12 players still applies	Requirements: Register at least one girls' team for the Allieve championship . Registration of at least 40 Under 12 players and registration of at least one girls' team for the Giovanissime championship both still apply

Technical direction



Consolidation of meetings between technical staff from all the Women's National Teams and with the coaches from the Serie A and Serie B Women's Teams. Regular meetings with professional clubs and the **three new National Teams** (Women's Under 23, Under 16 and A Futsal) **introduced in 2015 becoming fully operational.**

National Championships reform



The creation of a 12-team Serie A, a 12-team Serie B and a four-pool inter-regional championship made up of 10/14 sides. The aim of the reform is to **increase the quality of championships** and reduce the gap on the other leading European nations in the women's game. The reform will take full effect in the 2018-19 season.

Communication



The partnership with RAI (Radiotelevisione Italiana) continued in 2016 with the channel including a feature on women's football game in its programme "90° minuto Serie B", creating an important line of communication **to increase the visibility of the Women's Top Division.** Other notable achievements include the creation of a partnership with the Fondazione Candido Cannavò, aimed at launching a promotional campaign with a big impact and plenty of interesting content, as well as organising several live streams on the FIGC website to follow the progress of the Women's youth National Teams. A partnership was also set up with Italtpress, who are committed **to producing multimedia content on women's football and publicising it.**



PROMOTIONAL EVENTS



- ▶ **Women’s Football Day** (May 2016): 20 regional events involving on average 100 girls per site.
 - ▶ **Azzurre per un giorno** (Azzurre for a day): a total of 160 girls had the chance to sample a Women’s National Team meet-up across four events organised throughout the year.
 - ▶ **Girl’s Football Open Day** (2016-17 registration campaign): a new promotional scheme which involved every region in organising fun, educational sports, fun and educational activities with around 2,000 girls taking part.
- The biggest event of 2016 was the hosting of the **UEFA Women’s Champions League Final** in Reggio Emilia with a series of related activities organised around the main event.

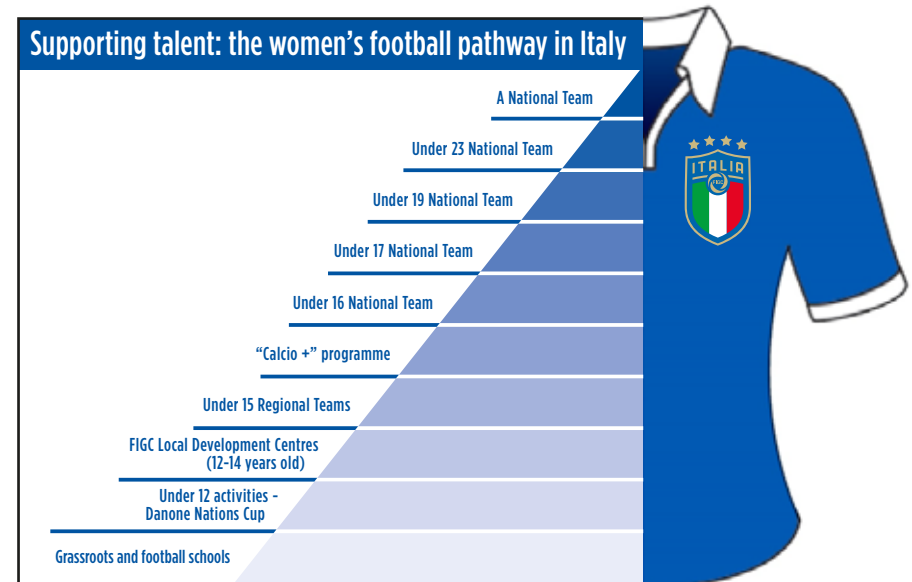


2016 Danone Nations Cup

GIRLS’ FOOTBALL



- ▶ FIGC decided to become involved **in organising the Danone Nations Cup** in 2016, the world’s biggest Under 12 football tournament (2.5 million players aged 10-12 have taken part in over 40 countries since 2000), opening it up to girls’ teams. The 2016 edition was the first time that professional men’s clubs from Serie A and Serie B, starting with the Under 12, took part in an official national girls’ football activity, together with the LND Women’s Serie A and Serie B clubs and the Elite Football Schools. **Around 800 girls took part** from a total of 37 teams.
- ▶ The **Women’s Under 15 development plan** was also put together and presented at the start of 2017 in synergy with the grassroots and National Teams activities.



DEVELOPING SPORTS INFRASTRUCTURE

FIGC's strategic development plan was consolidated by the establishment of **plans linked to sports infrastructure** at all levels.

The FIGC-ICS Agreement



The FIGC and Istituto per il Credito Sportivo (Sports Lending Institution) Agreement was finalised in 2016. The agreement provided a total of **90 million Euros** in funding for infrastructural work on Italian football stadia and other sports facilities thanks to tax breaks (and interest-free loans in many cases).

THE FIGC-ICS AGREEMENT



€ 25m for refurbishment work **to improve stadia as per the UEFA criteria** (in order to help increase the number of facilities capable of hosting National Team or European club matches).



€ 20m for work **to improve energy efficiency**.



€ 10m for work to prepare for the hosting of the **2019 UEFA European Under 21 Championship**.



€ 25m for other types of **structural work**.



€ 10m to build and refurbish **FIGC training centres, headquarters and the Museum of Football**.

Moreover, thanks to the Guarantee Fund for Developing Sports Infrastructure, clubs can secure a **guarantee of up to 60% of the total cost** (80% if the facility is financed by a private-public sector partnership).



Udine's Stadio Friuli (facility completed in 2016) will host the 2019 UEFA European Under 21 Championship Final

The FIGC-POLIMI Agreement



**POLITECNICO
MILANO 1863**

The Agreement with Politecnico Milano (Polytechnic University of Milan) with the aim of setting up a **permanent technical laboratory** was also further enhanced. The laboratory will represent the benchmark for anyone who plans to invest in a new facility or refurbish an existing one, providing expert consultancy and continued professional development.

Work is currently being done in partnership with ICS, CONI Servizi S.p.A. and Lega Serie A (as well as with POLIMI) to start a **Master's Course on Planning, Construction and Management of Sports Facilities** (lessons should begin at the start of October 2017).



INNOVATION AND TECHNOLOGY

After the introduction of **Goal Line Technology** (beginning in 2015-16) in Serie A, FIGC was selected along with other Football Associations to test the **VAR (Video Assistant Referee)** system.



55

INCIDENTS RESOLVED BY GOAL LINE TECHNOLOGY IN SERIE A IN 2016-17

Video Assistant Referee



VAR:
full introduction
in Serie A from 2017-18

FIFA chose Italy to run **the first offline Video Assistant Referee test** in an international fixture between Italy and France at Bari's Stadio San Nicola in September 2016. **FIFA also repeated the test** during two friendlies in November 2016 between Italy and Germany (A National Team) in Milan and Italy and Denmark (Under 21) in Bergamo. **The experimental phase in Serie A** meanwhile began in October. The online experimental phase also began in January 2017 in five friendly matches featuring Italy youth National Teams (Men's Under 21, 19 and 18).



Italy was the seventh country authorised to take part in the experimental VAR programme

Experiments with Video Assistant Referees (VARs)

DOES THE IMPLEMENTATION OF VARs IMPROVE THE GAME?

REVIEWABLE DECISIONS
Three main (plus one administrative) incidents have been identified as game-changing. Only these are part of the VAR experiments.

GOALS	PENALTY DECISIONS	RED CARD INCIDENTS	MISTAKEN IDENTITY
The role of VARs is to assist the referee to determine whether there was an infringement that means a goal should not be awarded. As the ball has crossed the line the play has already been interrupted so that there is no direct impact on the game.	The role of the VARs is to ensure that no clearly wrong decisions are made in conjunction with the award or non-award of penalty kick.	The role of the VARs is to ensure that no clearly wrong decisions are made in conjunction with the sending-off of a player.	The referee cautions or sends off the wrong player, or is unsure which player should be sanctioned. The VARs will inform the referee so that the correct player can be disciplined.

REVIEW INITIATED BY REFEREE AND/OR VARs

STEP 1
the referee informs the VARs or the VARs recommend to the referee that a decision/incident should be reviewed

STEP 2
the video footage is reviewed by the VARs who advise the referee via headset what the video shows

STEP 3
the referee decides to review the video footage at the side of the pitch before taking the appropriate action/decision
or
the referee accepts the information from the VARs and takes the appropriate action/decision

quality.ffa.com

The technology is only used to correct clear errors and for incidents that were missed by the match officials on the pitch. It can be used for decisions relating to goals, penalties, red cards and any mistaken identity in awarding a red or yellow card

BIG EVENTS

Numerous Big Events held over the course of 2016 provided further testament to **FIGC's international growth**.

UEFA EURO 2016



In summer 2016, the Men's A National Team competed at UEFA EURO 2016 in France. Alongside the positive performances on the pitch, with the National Team reaching the quarter-finals, Italy's presence at the competition was marked by **extraordinary results in terms of interest generated and media profile**.

UEFA EURO 2016 - COMPETITION HIGHLIGHTS



2.5 million | TOTAL SPECTATORS
(51 GAMES)



47,594 | AVERAGE STADIUM
ATTENDANCE



111 million | AVERAGE TELEVISION
AUDIENCE PER GAME
(EVENT BROADCAST
IN 230 COUNTRIES)



€ 1.9 billion | TOTAL REVENUE
FROM TOURNAMENT



€ 1.3 billion | OVERALL ECONOMIC
IMPACT



UEFA EURO 2016 - DATA RELATING TO ITALIAN NATIONAL TEAM

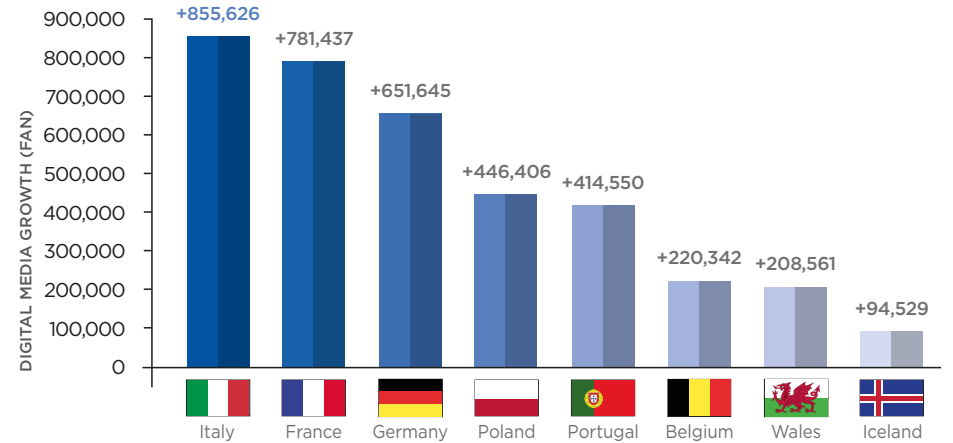


▶ **Stadium attendance: 247,564 total spectators** (49,513 on average per game, with stadium attendance averaging **94.1%** of capacity)

▶ **Audience: 17.6 million television viewers on average, a share of 70.9%.** The cumulative audience reached **971.5 million**, which equals over **586 hours** of broadcast time

▶ **Social media:** FIGC stood out as **a best practice in Europe.** The total number of followers and fans on Facebook, Twitter, YouTube, Instagram and Google+ **grew by around a million (+18%)** between the beginning and the end of the competition.

INTERNATIONAL COMPARISON - SOCIAL MEDIA FOLLOWING GROWTH OF A NATIONAL TEAMS QUALIFIED TO QUARTERFINALS OF UEFA EURO 2016



N.B. Information updated on 4 July 2016, the day after the last quarter-final match of UEFA EURO 2016

29.7 million

THE NUMBER OF VIEWS ON THE FACEBOOK POST OF THE RESULT IN THE ITALY V SPAIN MATCH, MORE THAN ANY OTHER COMPETING NATIONAL TEAM

1st place

IN JUNE 2016, THE ITALIAN NATIONAL TEAM WAS THE TOP BRAND IN ITALY IN TERMS OF GROWTH AND ENGAGEMENT ON FACEBOOK AND TWITTER

125

VIDEOS PRODUCED AND PUBLISHED ON FIGC'S YOUTUBE CHANNEL, GENERATING 20.8 MILLION MINUTES WATCHED AND 8.2 MILLION VIEWS IN TOTAL

10th place

THE VIDEO *ESAME DI NAPOLETANO PER FLORENZI CON I "PROF" INSIGNE E IMMOBILE* WAS THE TENTH MOST POPULAR YOUTUBE VIDEO IN ITALY IN 2016 (NON-MUSIC CATEGORY)

Top 10

THE CONTEST #GIFAZZURRI BROKE INTO THE TOP-10 MOST VIRAL CAMPAIGNS ON TWITTER IN MAY AND JUNE 2016

The presentation of the 23-man squad for the European Championship took place on 31 May 2016 during a RAI broadcast dedicated to the A National Team. The programme "Sogno Azzurro" registered the largest prime-time audience: over 4.2 million viewers and a share of 17.20%.



UEFA Champions League Finals

Over the course of 2016, FIGC collaborated with UEFA in the organisation of the **UEFA Men's and Women's Champions League Finals**.



UEFA Men's Champions League (Milan, 28 May 2016)

The match held at the Stadio Giuseppe Meazza in Milan was the coronation of a **wide-ranging project** which ensured that **an important and tangible legacy** – in terms of economic impact, knowledge and infrastructure – **was left in the area for the years to come**. Over 12,000 people were involved in the preparation work for the event.



The citizens of Milan were the direct beneficiaries of an exceptional and engaging sporting experience that helped promote the wonderful locations found in the capital of Lombardia. The traditional pre-match dinner was organised at the prestigious Teatro Alla Scala, with a celebration party for 600 invitees and 700 children, as well as a concert by Indian conductor Zubin Mehta. FIGC also organised many events as part of the "Champions Festival". UEFA **acclaimed the event as one of the best-ever in the history of the tournament**, recognising this with an extraordinary contribution of one million Euros to FIGC.





UEFA Women's Champions League (Reggio Emilia, 26 May 2016)

The final was a real celebration, **bringing together around 17,000 spectators who filled the stands of the Stadio del Tricolore**. Several activities linked to the final were organised in the city of Reggio Emilia and the wider Emilia area, with the aim of encouraging **people of all ages to attend this football event**. The initiatives led by FIGC and the Youth and School Sector geared towards **promoting and enhancing the women's football movement** were particularly successful.

17,000

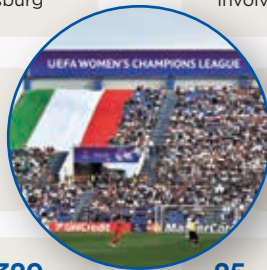
Attendance to the UEFA Women's Champions League Final between Olympique Lyon and Wolfsburg

89

Events organized for promoting the match, with over 10 stadiums involved

5.4 MILLION

Number of views of Facebook posts on the event official page (30,814 likes)



10,000

Boys and girls involved in promotional activities

320

Number of articles published (media, press and web at local and national level)

25

Stages of the "Trophy Tour" in Italy, which over 3,780 km covered

UEFA CHAMPIONS LEAGUE FINALS: LEGACY

Organisational know-how: during the Finals, FIGC offered 30 Master's students in sports-related subjects and 40 young members of the Italian Referees' Association (AIA) the chance to get first-hand experience in different areas and roles in the organisation of one of the most important events in the world.



Milan

Construction work on the Stadio Giuseppe Meazza:

- ▶ Lowering of barriers and new paddocks in the first tier of the *Tribuna Rossa* stand, with the ditch removed and the construction of new benches and ground-level boxes
- ▶ A new tunnel to bring players out onto the pitch
- ▶ Refurbishment of *Piazza Axum* and maintenance work on the tram line
- ▶ Construction of two executive lounges under the *Tribuna Arancio* stand
- ▶ Construction of a third executive lounge (ex Boccali), which opens onto the first tier of the *Tribuna Arancio* stand
- ▶ New media tribune
- ▶ Refurbishment of bathroom and restaurant facilities

A donation of 100,000 Euros, allocated by UEFA in agreement with FIGC, was made to upgrade the sports facility in Via Comasina.

Reggio Emilia

Construction work on the Stadio del Tricolore:

- ▶ The facility was upgraded to meet the requirements to host important official UEFA events, such as qualification matches for A National Teams.



4.3 Social inclusion activities

ENHANCING OF THE SOCIAL DIMENSION

FIGC continued the progress achieved so far by the Association and the whole Italian football family in **enhancing the social dimension**.

Different ability



1. CRAZY FOR FOOTBALL
2. SPECIAL OLYMPICS
3. QUARTA CATEGORIA



Crazy For Football

In 2016, FIGC participated in the “Crazy for Football” project, a documentary film exploring the subject of **football as a factor in social recovery**. Sponsored by FIGC, the film – which won the documentary category at the David di Donatello awards – recounts the emotional adventure of the **first Italian National Team made up entirely of people with various mental-health diseases**, tracing their journey from the initial selections to the first World Cup in Osaka. The film was shown in around 50 Corsorzio Unici theatres around Italy.



Special Olympics

For the ninth year running, FIGC renewed its support for the Special Olympics – present in more than 170 countries worldwide – and the **16th European Football Week**. On 20 April 2016, FIGC hosted a press conference to launch a sports programme for people with intellectual disabilities.

Fourth Category (Quarta Categoria)

Following the agreement between the CSI (Italian Sports Center) and FIGC, 2016 saw the **first 7-a-side tournament** for youngsters with learning and relationship difficulties take place under the title Fourth Category (Quarta Categoria).

Emergency



Back to football, back to life

The “Back to football, back to life” (Il Calcio aiuta) programme supports football clubs in **the areas affected by the earthquakes in 2016 (Abruzzo, Lazio, Marche and Umbria)**.

In addition to the contribution of FIGC, the programme was **sponsored by the Minister for Sports and awarded funding** by UEFA (as part of the *Natural Disaster Grant* support programme), Lega Serie B, Lega Nazionale Dilettanti and the Football Associations of San Marino and Japan. Additional donations of equipment were made by technical sponsor PUMA, technical supplier Sixtus Italia and Liski Sport Equipment. Last but not least, the programme was also supported by FIFA and FIAT.

FIRST WAVE
OF ACTION

51 MUNICIPALITIES AND 77 CLUBS

SECOND WAVE
OF ACTION

83 MUNICIPALITIES
(IN EVENT OF LEFTOVER RESOURCES)



BACK TO FOOTBALL, BACK TO LIFE

Role of FIGC

Football can **help to normalise** life in situations where a **return to normality** can provide the strength, determination and courage needed to achieve the standard of life enjoyed before the disaster.

Executive Committee meeting, 31 August 2016

Allocation of 500,000 Euros for reconstruction projects



Identification of shared objectives and a **shared project with the Italian government**



Finding resources by requesting participation from FIGC bodies and sponsors, donations from UEFA and other Associations

Patronage by the **Minister for Sports**

Objective



To ensure people can practise sports again, with a particular focus on young people and children.

Action plan

- PHASE 1**
- Temporary coverage of administrative costs relating to activities
 - Technical and operational support
-
- PHASE 2**
- Coverage of costs linked to small-scale structural work
 - Transport services for players and renting of alternative sports facilities
 - Coverage of extraordinary costs depending on the emergency situation
-
- PHASE 3**
- Supply of technical/sports equipment and other resources

Fair play, respect, values and education



Commemorations during National Teams matches

FIGC and the National Teams organised numerous initiatives during matches to **commemorate victims of various events** that occurred in 2016.



When the Under 21 National Team faced France in Venice on 2 June 2016, FIGC commemorated the victims of the Paris terrorist attack and the death of Valeria Solesin, a Venetian student who was killed as a result of the tragic events at the Bataclan



Institutional activities

FIGC commemorated the 31st anniversary of the Heysel disaster and the anniversary of the Superga disaster. The Association also **marked various international days** highlighting social issues.

AIA social activity

In 2016, the Italian Referees' Association granted **support the following awareness-raising activities** during Serie A matches:



We World Onlus



Associazione Vittime del dovere



OXFAM



USAcli



AIRC



Doctors Without Borders



Rock No War



Save the Children



ActionAid



Telethon



UNHCR - The UN Refugee Agency



Awareness and fundraising campaigns



In 2016, FIGC **supported awareness and fundraising campaigns** run by non-profit organisations around a range of social issues.

AIRC

FIGC used the Italy v Germany match in Milan on 15 November to show its support for Italian Association for Cancer Research (AIRC) benefiting scientific cancer research projects. **During the match, 50,000 Euros was raised** for study projects designed to support the training and specialisation process for a new generation of talented Italian researchers. In total, the I Giorni della Ricerca (Research Days) campaign **raised 5.4 million Euros**. Thanks in part to funds raised during the past year, over 100 million Euros could be made available to fund research activities in 2017. Since its foundation, AIRC has distributed **over 1.1 billion Euros** for cancer research funding.



FIGHT AGAINST RACISM AND DISCRIMINATION

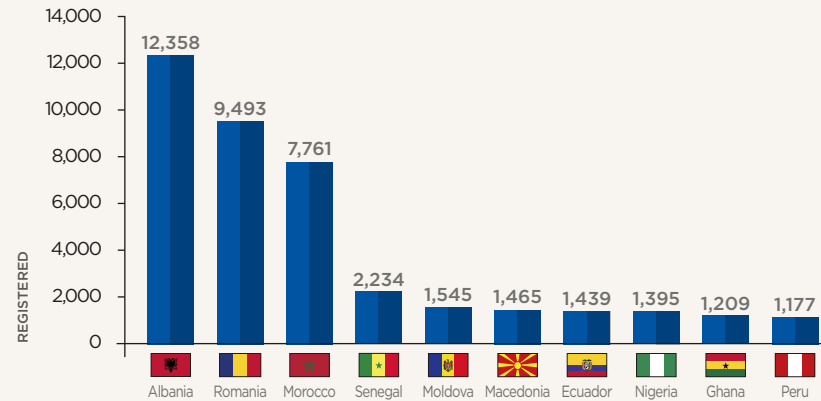
Football as a vehicle for integration: foreign players in Italy

By way of illustration of football's increasingly important role as a vehicle for integration, it is important to note that foreign players represent 4% of all players registered with FIGC, reaching **a total of 58,689 in 2015-16**, a figure that has grown significantly in recent years.

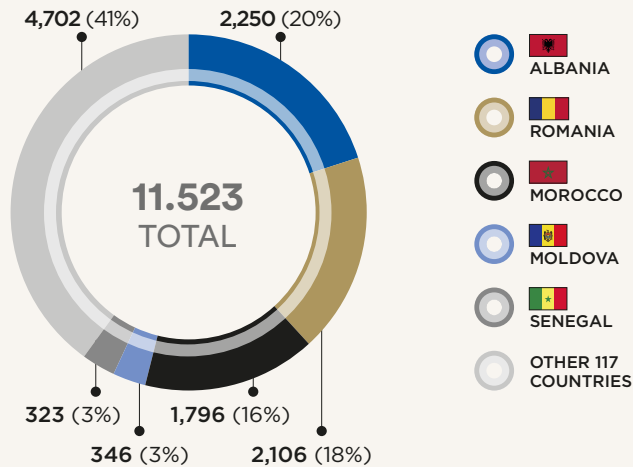
FOREIGN REGISTERED MEMBERS 2015-2016 BY GEOGRAPHIC REGION

	Amateurs	Youth and School Sector	Young professionals	Professionals	Total football players	Referees	Registered coaches and technical staff	Aggregated total
Europe	8,613	22,237	321	450	31,621	1,156	64	32,841
Africa	6,780	11,131	184	133	18,228	669	0	18,897
Asia	372	2,020	5	3	2,400	81	0	2,481
South America	1,039	2,500	21	199	3,759	151	7	3,917
Central America	148	331	3	0	482	16	0	498
North America	5	5	4	1	15	29	0	44
Oceania	0	4	1	2	7	4	0	11
Total	16,957	38,228	539	788	56,512	2,106	71	58,689

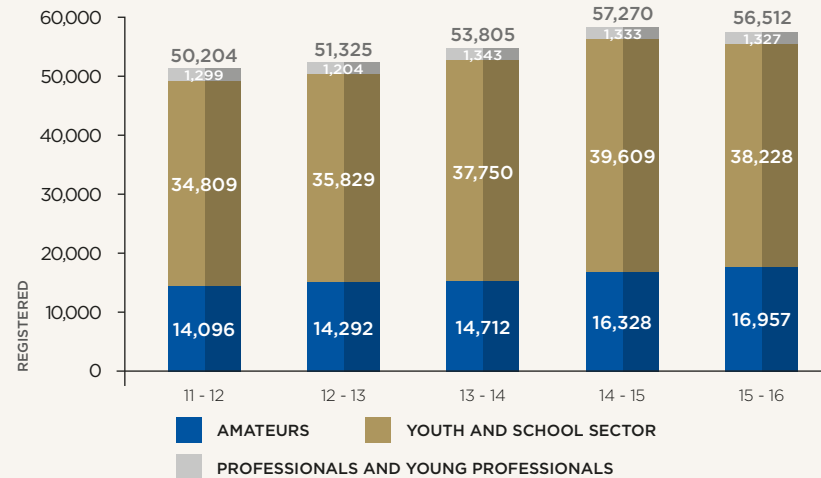
FOREIGN PLAYERS 2015-2016 - TOP 10 COUNTRIES OF ORIGIN



BREAKDOWN OF FOREIGN MINORS REGISTERED FOR THE FIRST TIME FOR FIGC IN 2015-16 BY COUNTRY OF ORIGIN



REGISTERED FOREIGN PLAYERS BY CATEGORY





FARE Football People Weeks

FIGC continued to support the “FARE Football People Weeks” **Action Week against discrimination** in 2016, as it has done every year since 2011. The initiative is organised across Europe every year by *Football Against Racism in Europe* (FARE). FIGC used National Team ambassadors to support the project: Marco Verratti represented the Men’s A National Team while Fiona May and the Women’s Under 19 National Team represented the women.



Youth awareness



RETE!

Launched in 2015 by the FIGC Youth and School Sector and run in collaboration with the Ministry of the Interior’s Protection System for Asylum Seekers and Refugees (SPRAR), the RETE! (GOAL!) project helps unaccompanied foreign minors and young adults (16-19 years) seeking international protection and staying at SPRAR’s network of projects up and down Italy. The project aims to **promote integration and encourage social and intercultural inclusion** through football.



In 2016, the second edition of RETE! saw participation from **280 youngsters from 25 SPRAR projects**. The regional phase took place between February and May, with the second phase being held in Cesena on 18 and 19 May. The grand final took place at the Comunità di San Patrignano centre.



RETE! 2016 IN NUMBERS



2015 - 2016

RETE! saw participation from 517 youngsters and 57 SPRAR projects between 2015 and 2016. The project was awarded funding from the “UEFA Football and Social Responsibility programme”.

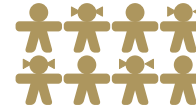
110 REGIONAL MEETINGS (92 TECHNICAL AND SPORTS MEETINGS, 18 EDUCATIONAL MEETINGS)

280 YOUNGSTERS INVOLVED IN THE PROJECT (172 IN THE FINAL PHASE) COMPARED WITH 237 IN THE 2015 EDITION (116 IN THE FINAL PHASE)

25 PROJECTS INVOLVED (21 IN THE FINAL PHASE)

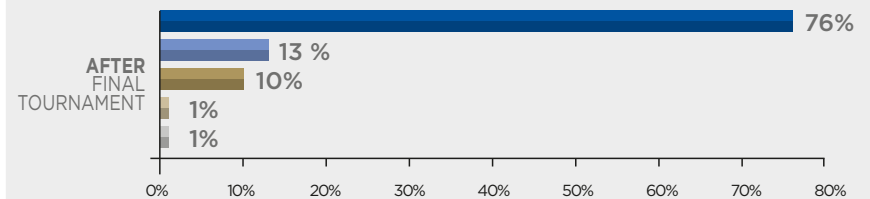
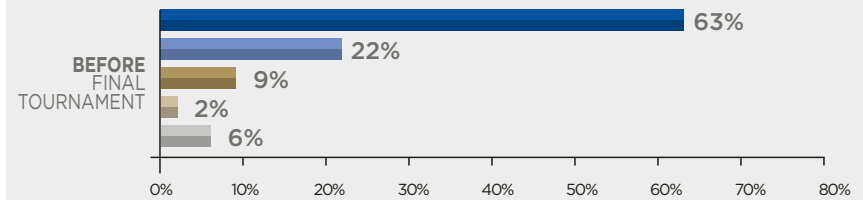
2 INTEGRATED FACILITIES WITH PARTICIPATION FROM ITALIAN AND FOREIGN YOUNGSTERS (CAMMARATA AND TRAPANI IN SICILY)

RETE! project - Study on effects of football in people with vulnerabilities



Following on from the 2015 edition, FIGC teamed up with the Università Cattolica del Sacro Cuore in Rome to carry out a scientific study on the effects of football in people with vulnerabilities. The responses of participants confirmed the role of football as a powerful tool for promoting inclusivity, helping them achieve a better level of well-being through interaction with their peers.

Can football improve my well-being?



- STRONGLY AGREE
- ENOUGH AGREE
- SLIGHTLY AGREE
- SLIGHTLY DISAGREE
- STRONGLY DISAGREE

Development programme to promote integration and fight racism

In 2016, FIGC published a new development plan **involving the Local Development Centres**. The plan features a series of initiatives within the training process, to be devised and developed by the FIGC Integration Committee.

FIGC’s Anti-Racism and Anti-Discrimination Plan

In March 2016, FIGC presented its **Anti-Racism and Anti-Discrimination Plan** to FIFA. The document, provides an overview of strategic initiatives undertaken in the past and planned for the future.

The Plan is based on the five pillars promoted by FIFA:



Promotion of Diversity and Fight against Discrimination through Regulations



Controls and Sanctions



Communication



Education



Networking and Cooperation

Study on racial and territorial discrimination in Italian professional football

In 2016, FIGC continued its study into racial and territorial discrimination in Italian professional football, which began in 2015. The study has allowed the Association to identify the **trends behind episodes of discrimination** by fans inside Italian stadiums.

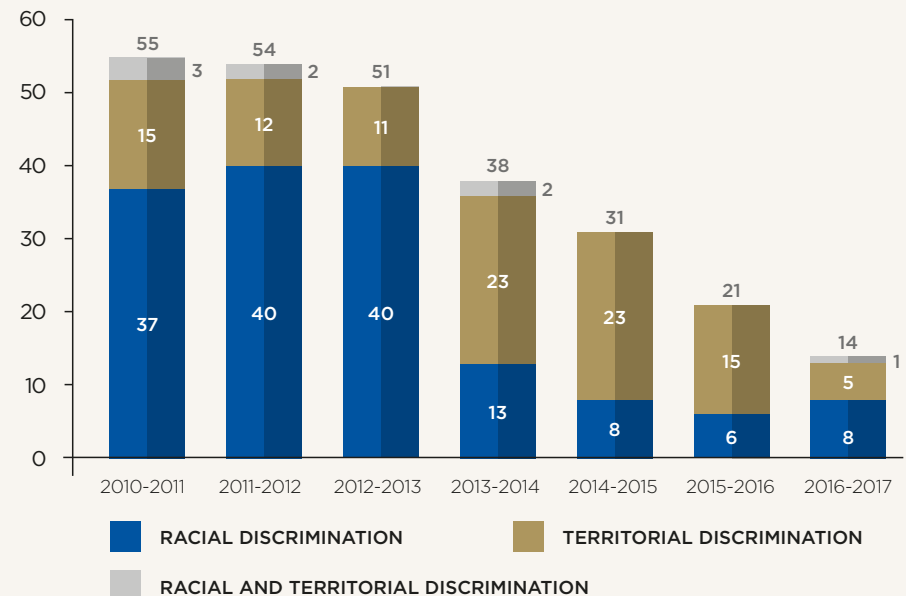


Discrimination is decreasing:

a fall of **74.5%** was recorded between 2010-11 and 2016-17, while last season saw the lowest number of instances in the entire seven-year period analysed (14).



NUMBER OF FIRST-INSTANCE SANCTIONS ON SERIE A, SERIE B AND LEGA PRO CLUBS, DIVIDED BY TYPE





CULTURAL HERITAGE AND FAN ENGAGEMENT

FIGC's main activities in the areas of legacy, **enhancing Italian football's cultural heritage** and fan engagement have focused on consolidating the main projects carried out in recent years.



The **Hall of Fame of Italian Football** is the award established in 2011 by FIGC and the Football Museum Foundation to celebrate individuals who have left a **permanent mark on Italian football**, in different roles and from different periods.



In 2016, another nine stars were inducted into the Hall of Fame: Giuseppe Bergomi (Italian player), Paulo Roberto Falcão (foreign player), Claudio Ranieri (Italian coach), Silvio Berlusconi (Italian football executive), Paolo Rossi (veteran Italian player), Melania Gabbadini (female Italian player), Nils Liedholm, Giulio Campanati and Cesare Maldini (posthumous award). Diego Armando Maradona was also honoured during the ceremony, having been awarded in the category foreign player in 2014.



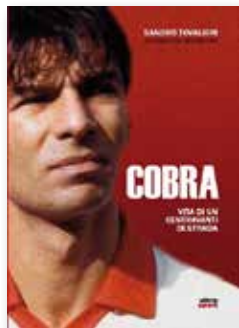
Antonio Ghirelli National Football Literature Award, together with the “Fotografiamo il nostro Calcio” (Italian football photography) contest. During the **fifth edition** of this initiative, the following works received awards.



NARRATIVE
Giovanni Floris
La prima regola degli Shardana
(The first rule of the Shardana)



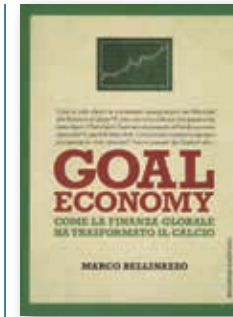
EBOOK
Gaia Piccardi
Chiamami Pugile
(Call me Boxer)



AUTOBIOGRAPHY
Sandro Tovalieri e Susanna Marcellini
Cobra: vita di un centravanti di strada
(Cobra: life of a street striker)



SAGGISTICA
Marco Sappino
La Grande Guerra ai Tropici
(The Great War in the Tropics)



ECONOMICS AND MANAGEMENT
Marco Bellinazzo
Goal Economy



«MARCO ANSALDO»
SPECIAL MENTION
Simonetta Sciandivasci
La domenica lasciarmi sola
(Leave me alone on Sunday)



Although a total of **350 works** were entered in the first **five editions**, with participation falling in the last two, the sixth edition of the award (taking place in 2017) has seen **130 books** entered, beating the record of **89 books** set in the third edition (2014).

The winning picture from the photography contest “L'essenza del calcio” (*The essence of football*) by Mara Cavallin.



New Museum of Football project

Concept FIGC is currently evaluating the possibility of investing in a new home for the Museum of Football, with the objective of maximising its international profile and boosting its popularity among foreign tourists.

Key aims Diversification of activities (adding areas for meetings, events and exhibitions) and improving the commercial side of the initiative by incorporating broader business segments (e.g. catering) and getting sponsors and partners involved.

Innovation Creation of an ultra-digital space featuring the latest digital tech, introduction of football-related games and increased participation from ambassadors.

HISTORIC NATIONAL TEAM JERSEYS



*Olympics
1928*



*Silvio Piola jersey
1935*



*Berlin Olympics
1936*



*Black jersey
1938*



*Dino Zoff jersey
1968*



*Marco Tardelli jersey
1982*



*Paolo Maldini jersey
1990*



*Roberto Baggio jersey
1994*



*Fabio Cannavaro jersey
2006*

4.4 Enhancing FIGC's brand identity

COMMERCIAL DEVELOPMENT



In addition to finalising several sponsorship agreements (Eni, Intralot, Trenitalia and Swisse), FIGC continued to **consolidate the large number of projects** it runs in collaboration with its sponsors and partners in 2016.

TECHNICAL SPONSOR



TOP SPONSORS



PREMIUM SPONSORS



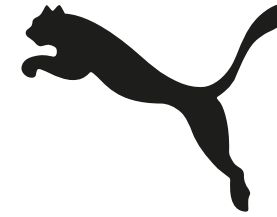
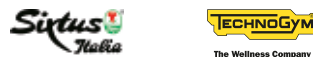
LUXURY PARTNER

ERMANNO SCERVINO

OFFICIAL PARTNERS



TECHNICAL SUPPLIERS



FIGC-PUMA strategic partnership



The strategic partnership with the Association's technical sponsor PUMA was further developed in 2016 through the organisation of a number of special events. **The year saw the official launch of the "Il Viaggio" (The Journey) project**, whose aim is to offer young US and Canadian players - both male and female - aged 15 and 16 the opportunity to take part in a unique experience and get to know Italian football. The overall objective of the project is to help to promote Italian football around the world. The trials for "Il Viaggio" took place in Los Angeles, New York and Toronto, **with 176 players born in 2000 and 2001** taking part. That number was whittled down to the 16 best talents, who were then invited to Bari in September 2016 for the Italy v France game. The youngsters also had the chance to visit the FIGC Technical Centre in Coverciano.



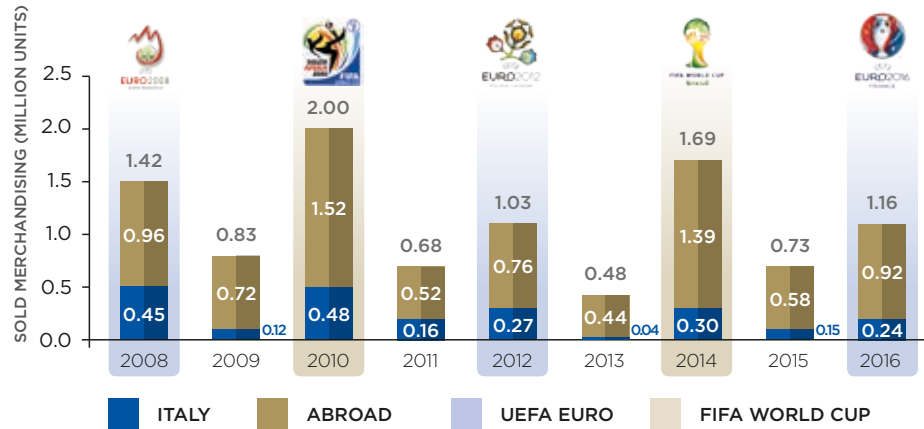
176 young players involved





As regards Licensing and Merchandising, the partnership with PUMA generated **sales of nearly 1.2 billion units in 2016, with around 80% of these being sold outside of Italy**. UEFA EURO 2016 saw the best sales figures of any European Championship since 2008.

OFFICIAL FIGC-PUMA MERCHANDISING: UNITS SOLD



TOP 10 FIGC-PUMA PRODUCTS IN 2016 (NET SALES)



AWAY kit unveiling

In August 2016, PUMA and FIGC unveiled the design of the new Italian National Team away kit. The kit was worn for the first time in Italy's friendly against European Championship runners-up France at the Stadio San Nicola in Bari. **The kit unveiling was underpinned by a special initiative** whereby internationally renowned artists Joe & MAX created a huge 3D-effect mural which drew big crowds to Bari's Piazza del Ferrarese.

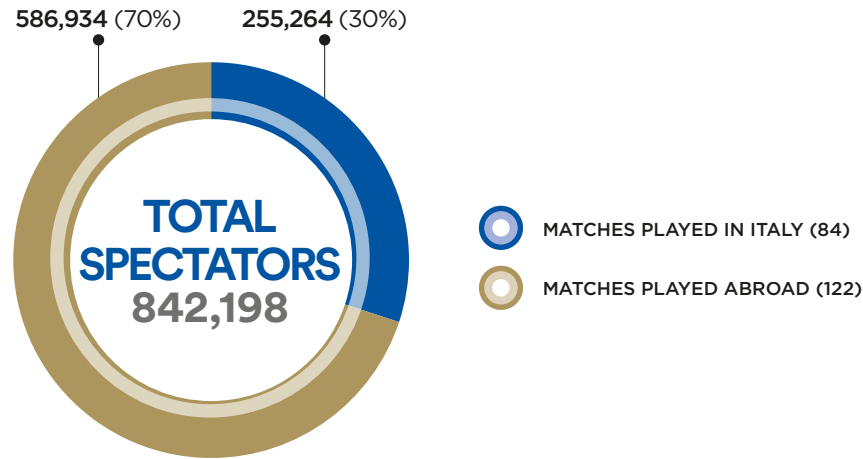


SOCIAL MEDIA RESPONSE TO AWAY KIT UNVEILING

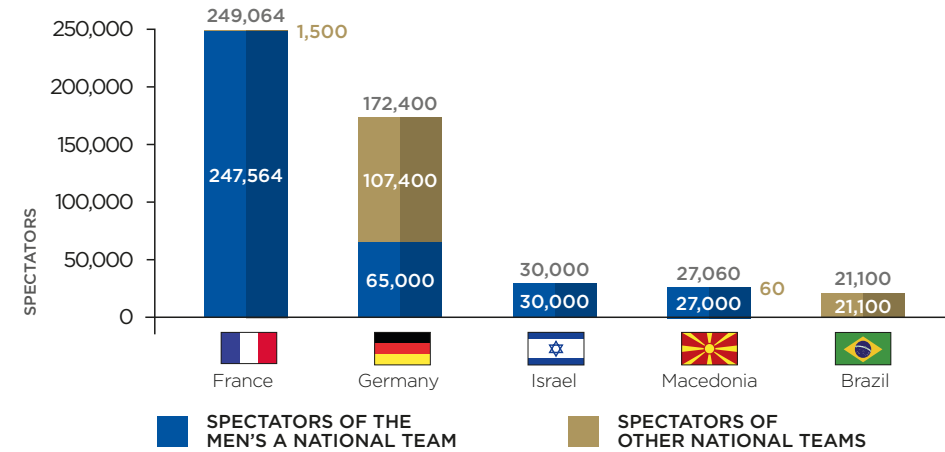


FIGC'S INTERNATIONAL PROFILE

TOTAL SPECTATORS FOR MATCHES OF ITALIAN NATIONAL TEAMS IN 2016



SPECTATORS AT MATCHES PLAYED ABROAD - TOP 5 NATIONS



DIGITAL PROFILE - FANS COUNTRY OF ORIGIN AS OF 31/12/2016

Facebook Italian National Team	
Total fans	5,057,000
Italy	31%
Algeria	5%
Egypt	5%
Indonesia	4%
Brazil	4%
France	3%
Mexico	3%
USA	3%
Germany	2%
Morocco	2%
Other countries	38%

Twitter @Vivo_Azzurro	
Total followers	515,000
Italy	42%
USA	6%
France	4%
Mexico	4%
Brazil	3%
UK	3%
Indonesia	3%
Venezuela	3%
Canada	2%
Colombia	2%
Other countries	28%

Twitter @azzurri	
Total followers	427,000
Italy	22%
USA	11%
UK	7%
Canada	5%
Indonesia	5%
Mexico	4%
Venezuela	3%
Saudi Arabia	3%
France	3%
Brazil	2%
Other countries	35%

Instagram @azzurri	
Total followers	885,000
Italy	51%
Indonesia	5%
Germany	3%
USA	3%
Brazil	3%
Other countries	35%



GLOBAL CUMULATIVE AUDIENCE AND BROADCAST DURATION 2016

NORTH AMERICA		
	CUMULATIVE AUDIENCE (MLN)	BROADCAST DURATION (HH:MM:SS)
A NATIONAL TEAM	9.97	88:50:50
U21 NATIONAL TEAM	0.03	08:00:00

EUROPE (EXCLUDING ITALY)		
	CUMULATIVE AUDIENCE (MLN)	BROADCAST DURATION (HH:MM:SS)
A NATIONAL TEAM	315.61	2.042:12:24
U21 NATIONAL TEAM	0.13	38:54:18

ITALY		
	CUMULATIVE AUDIENCE (MLN)	BROADCAST DURATION (HH:MM:SS)
A NATIONAL TEAM	1,736.28	864:37:17
U21 NATIONAL TEAM	37.26	33:24:18

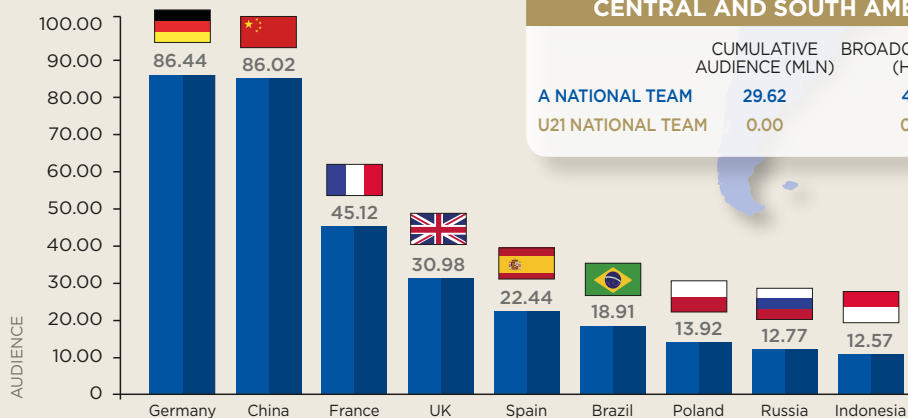
AFRICA AND MIDDLE EAST		
	CUMULATIVE AUDIENCE (MLN)	BROADCAST DURATION (HH:MM:SS)
A NATIONAL TEAM	9.46	934:02:54
U21 NATIONAL TEAM	0.03	12:15:00

PACIFIC ASIA		
	CUMULATIVE AUDIENCE (MLN)	BROADCAST DURATION (HH:MM:SS)
A NATIONAL TEAM	112.10	963:08:31
U21 NATIONAL TEAM	0.05	12:59:59

CENTRAL AND SOUTH AMERICA		
	CUMULATIVE AUDIENCE (MLN)	BROADCAST DURATION (HH:MM:SS)
A NATIONAL TEAM	29.62	477:12:02
U21 NATIONAL TEAM	0.00	00:00:00

TOTAL		
	CUMULATIVE AUDIENCE (MLN)	BROADCAST DURATION (HH:MM:SS)
A NATIONAL TEAM	2,213.04	5.370:03:58
NAZIONALE U21	37.50	105:33:51

CUMULATIVE AUDIENCE - MAIN FOREIGN MARKETS 2016



4.5 Efficiency and internal organisation

The internal reorganisation process, a task carried out by FIGC top management starting in August 2014 since its establishment, was concretised in February 2015 with the **presentation of the new organisational and function chart**.

Main objective

to separate political and institutional activities from management and operational ones



FIGC: SPORTS JUSTICE BODIES AND COMMITTEES

Sports Justice Bodies



- FIGC Sports Justice Authority
- FIGC Prosecutor's Office
- Sports Judges
- National Federal Tribunal
- National Sports Court of Appeal
- Federal Court of Appeal

Supervisory bodies for professional clubs



National Licensing

- Professional Football Financial Control Committee
- Infrastructural, Sporting and Organisational Criteria Committee



UEFA Licensing and Financial Fair Play

- First Instance UEFA Licensing Committee
- Second Instance UEFA Licensing Committee

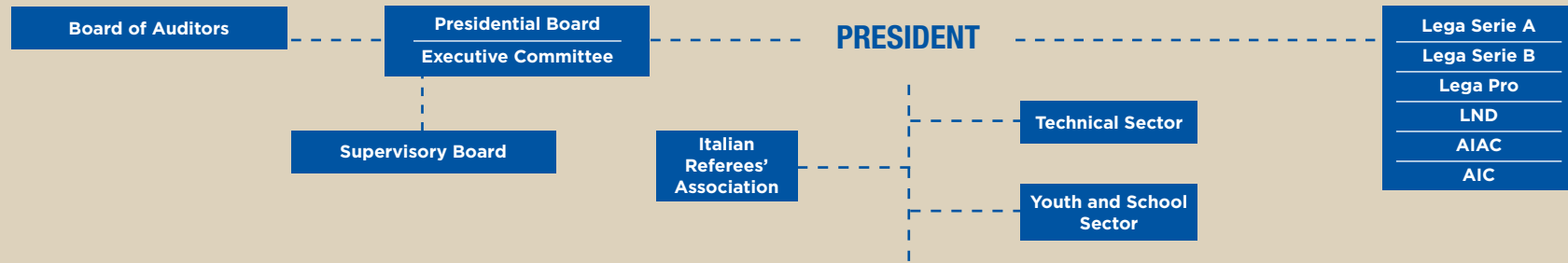
FIGC Committees



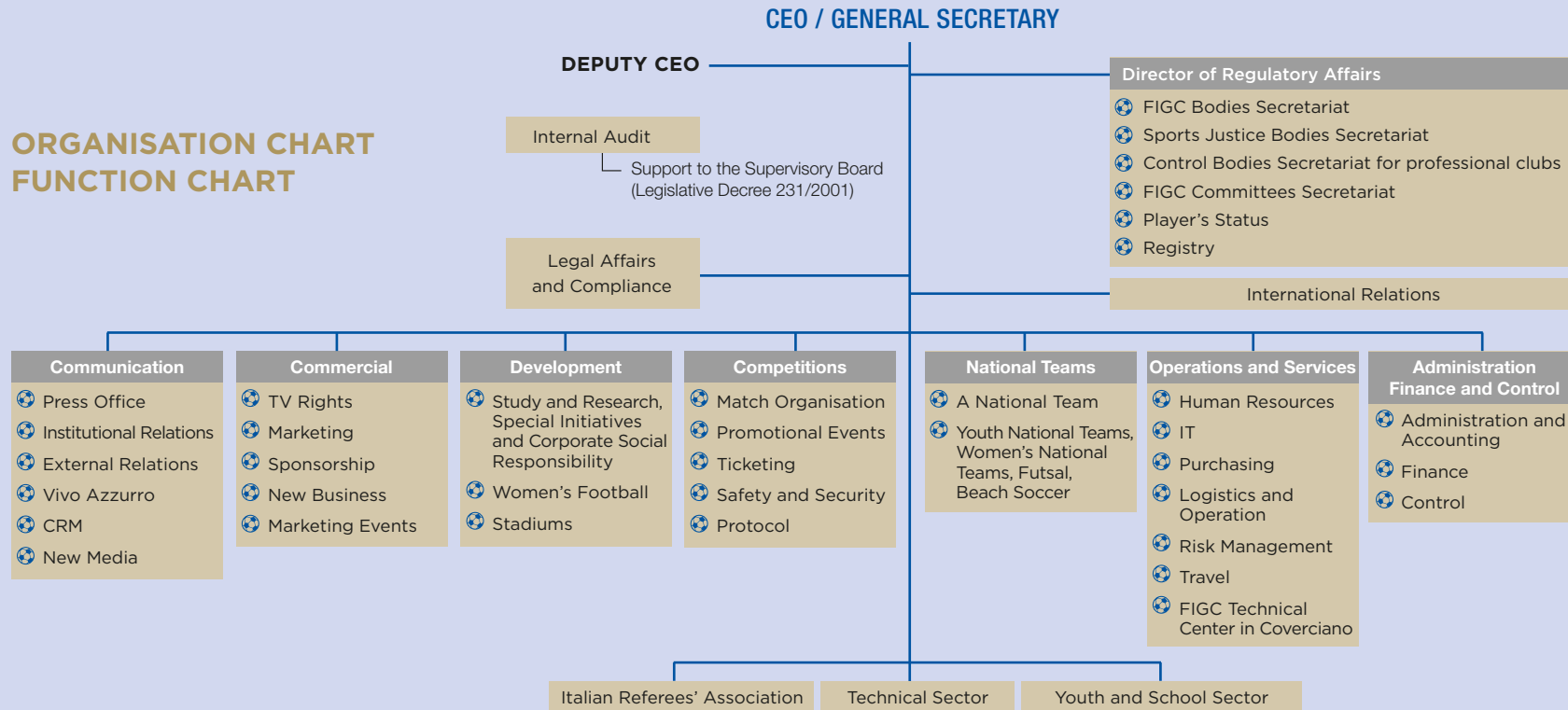
- Anti-doping and Health Protection Committee
- FIGC Regulations Committee
- Award Committee
- Sports Directors and Managers Committee
- Sports Agents Committee
- FIGC Medical Committee
- Football Risk Profiles Committee
- Integration Committee



Organisation Chart



ORGANISATION CHART FUNCTION CHART



Note: organisation chart updated at the date of publication of the Integrated Report

Effective and efficient organisation

In order to complete the process undertaken over the past two years, 2016 saw the introduction of the new **Club Italia** (described in more detail in chapter 4.1) and **safety organisational charts**.

Safety in the workplace

After the organisational chart for safety in the workplace was approved and the **relevant employees appointed** (4 safety directors, 44 officers and 39 staff working in the areas of emergencies, first aid and upholding the smoking ban in workplaces), in 2016 FIGC's activities focused on undertaking checks on a total of 45 Association headquarters across Italy.

Promotional events

In 2016, a new department tasked with overseeing promotional events was created within the Competitions Area. The new department is responsible for all **main events that don't directly involve the National Teams** (e.g. presentations, workshops, meetings, special initiatives and promotions).

Internal Audit and Risk Assessment

Approved in 2016, the **Risk Assessment** is a summary of an extensive body of work which first set about identifying FIGC's main activities before moving on to establish the associated risks. The activities that led to the definition of the Risk Assessment laid the foundations to map out its processes and produce an **Internal Audit plan** designed to implement measures to improve FIGC's systems and governance and make them more efficient.



FIGC is the only National Sports Federation to have introduced an Internal Audit function

New internal procedures and instructions introduced in 2016

- 🌐 **Divestment** of depreciable assets
- 🌐 **Awarding** of institutional patronage and issuing of contributions
- 🌐 **Travel** and expenses covered for employees
- 🌐 **Allocation and use** of mobile phones
- 🌐 **Allocation** of legal roles
- 🌐 **Issue and management** of FIGC membership cards

This last procedure, which was implemented together with Federcalcio Servizi Srl, who were responsible for the membership card issuing process, sets out the requirements for receiving a card and defines the overall operational process, from request to issuing.



With the aim of continuing to promote transparency and, in general, the principle of good governance, FIGC's 2015 financial statement was submitted to an independent auditing company for certification in 2016 - the first time this has occurred.



NEW IT, DIGITAL AND TECHNOLOGICAL PLATFORMS

The new platforms have been developed with the aim of **increasing efficiency and operations at FIGC facilities**.

Consolidation of 2015 projects

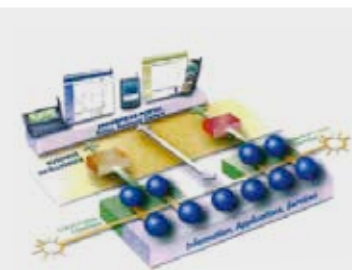


Launch of online CV programme and digital protocol. A new system was also launched to allow **documents to be viewed digitally** by members of the FIGC Executive Committee.

New integrated administration and control system



Project to streamline and increase the efficiency of the IT administration and accounting system by **replacing the current administration system – after nearly 15 years** – with a model based on SAP technology, an Enterprise Resource Planning (ERP) system.



German multinational company **SAPSe** is the world leader in the production of **enterprise application** software. SAPSe has **335,000** clients in **190** countries around the world, with **87%** of the companies on the Forbes Global 2000 list using the SAP system.

SAP falls under the umbrella of **Enterprise Resource Planning (ERP)**, which refers to corporate management systems which integrate and oversee the most relevant business processes of a company (sales, acquisitions, stock management, accounting, management control, etc.).

The main advantages are:

- 🌐 **Increased efficiency** in terms of both time and cost.
- 🌐 **Dematerialisation**: when SAP is introduced, hardcopy purchasing documentation is eliminated in favour of online documents.
- 🌐 **Focus on continued improvement** through constant monitoring and review of internal processes.
- 🌐 **Support with decision-making** thanks to increased availability of information in real time.

Online self-booking platform



This platform allows all departments to independently manage their bookings, **in accordance with the Travel Policy** and provided they have prior authorisation from their relevant superior, leading to a notable improvement in efficiency in terms of managing services for booking travel and company trips.

Use of self-booking platform in 2016

 TRIPS	1,648
--	-------

 NO. OF TRANSACTIONS	1,493
---	-------

BREAKDOWN OF TOTAL OUTLAY

 TRAIN	49.3%
--	-------

 AEROPLANE	38.0%
--	-------

 HOTEL	6.5%
--	------

 RENTAL CAR	6.2%
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Employee Portal



In the latter months of 2016, plans were made to launch the new “Employee Portal”. This will make it **easier to consult documentation** (payslips, income tax statements, HR correspondence) and manage day-to-day movements (one-off absences, holidays, other).

Extranet platform



FIGC is working on the introduction of an extranet platform to **simplify** the various processes required of football clubs and allow these to be **managed digitally**. These processes include: registration, National and UEFA Licensing, club affiliation, relations with football agents and other processes.

New FIGC website project



Creation of an innovative new **multimedia, multi-channel platform** capable of becoming the first online port of call for Italian football as a whole, from youth football to the National Teams via institutional activities and technical training. The new FIGC website **will bring all of the information present on the existing portals together on one platform**, thus ensuring:

- better management of information;
- more effective CRM policy;
- increase user loyalty.



New digital platform for Club Italia



Creation of a platform that allows us to **collate, organise, analyse and integrate data** relating to the various areas in the Club Italia organisation chart (National Teams Performance and Research, Medical, Scouting and Match Analysis). The revolutionary software will make it possible for coaching staffs and National Team players themselves to analyse specific data. The digital platform will also enable us to produce **real-time reporting on physical and technical performance** in both training and matches, in addition to medical, nutritional and neurophysiological information and even a predictive analysis on propensity to injury. The project will raise the bar for **global best practice** in this field.



TRANSPARENCY

In 2016, FIGC added **a further three innovative documents**: the Integrated Report, the Management Report for the two-year period 2015-2016 and The Income Statement of the Italian Football.

ReportCalcio (seven editions)

Annual report on the main figures relating to Italian and international football



Sustainability Report (three editions covering four years of reporting)

Document illustrating FIGC's activities, identity and mission



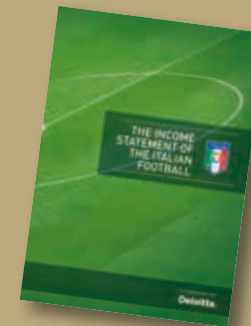
Integrated Report (two editions)

Report designed to illustrate FIGC's main strategic programmes focusing on creating value



The Income Statement of the Italian Football (2016 edition)

Analysis of the economic dimension of Italian football in general, including for the first time amateur and youth football, FIGC, the Leagues' governing bodies and professional football



Management Report (two editions)

Report designed to aid analysis, monitoring and forecasting of business performance



FIGC publications

FIGC publications can be found in the "Transparency" section of the Association website, along with the Code of Ethics, budget and financial statement.



Integrated Report 2016 - Editorial Staff

Coordination and editing

Niccolò Donna, Cristina Blasetti and Guglielmo Cammino

All offices of FIGC took part in drawing up the Integrated Report.

The second edition of FIGC's Integrated Report represents the next step of an *Integrated Journey*, where we strive to achieve excellence and create Values synonymous with the Association's identity, that can be shared with all of our stakeholders.

For more information

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